GOVERNMENT OF ALBERTA
STRATEGIC BUSINESS PLAN

THE VISION

"A vibrant and prosperous province where Albertans enjoy a superior quality of life and are confident about the future for themselves and their children."

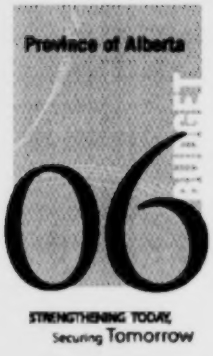


Table of Contents

Government of Alberta Strategic Business Plan

Introduction 4

Today's Advantage, Tomorrow's Promise:
Alberta's Vision for the Future 5
- Building on Success 5
- Keeping Albertans' Values in Mind 6
- Working Together 6
- The Vision – Alberta in 2025 6
- The Vision's Themes – People, Preservation and Prosperity 7
- Achieving the Vision 7

Today's Opportunities, Tomorrow's Promise:
A Strategic Plan for the Government of Alberta 8
- An Array of Opportunities: A Theme of Self-Reliance 8
- The Plan 8
  - Opportunity 1: Unleashing Innovation 9
  - Opportunity 2: Leading in Learning 11
  - Opportunity 3: Competing in a Global Marketplace 12
  - Opportunity 4: Making Alberta the Best Place to Live, Work and Visit 13
- Conclusion: Building on Albertans' Self-Reliance 16

2006-09 Government of Alberta Business Plan 17
- Managing Our Growth and Securing Our Future 17
- Focus of the Three-Year Plan: Eight Top Priorities 18
  - Building and Educating Tomorrow's Workforce 18
  - Improving Alberta's Health System – The Third Way 18
  - Building Infrastructure for Our Future 18
  - Using and Respecting the Land 19
  - Building Aboriginal Self-Sufficiency 19
  - Saving Lives and Reducing Injury on Alberta Highways 19
  - Reviewing Tax Policy 19
  - Protecting People's Private Information 20
- Being Accountable to Albertans 20

Table of Contents (cont'd)

2006-09 Government of Alberta Business Plan (cont'd)

Unleashing Innovation

Goal 1 - Alberta will have a diversified and prosperous economy 22

Leading in Learning

Goal 2 - Albertans will be well prepared for lifelong learning and work 25

Competing in a Global Marketplace

Goal 3 - Alberta's international competitiveness will be enhanced 27

Making Alberta the Best Place to Live, Work and Visit

Goal 4 - Alberta's children and youth will be supported in reaching their potential 29

Goal 5 - Albertans will be healthy 31

Goal 6 - Albertans will be self-reliant and independent and those unable to provide for their basic needs will receive help . 33

Goal 7 - The well-being and self-reliance of Aboriginal communities and people will be improved 35

Goal 8 - Alberta will have a financially stable, open and accountable government 36

Goal 9 - Alberta will have strong and effective partnerships with municipal, provincial, territorial, federal and foreign governments 38

Goal 10 - Alberta will be a fair and safe place to work, live and raise families 40

Goal 11 - The high quality of Alberta's environment will be sustained 43

Goal 12 - Albertans will have the opportunity to participate in community and cultural activities and enjoy the province's historical resources and parks and protected areas 45

Goal 13 - The vitality and independence of Alberta's seniors will be supported 47

Capital Plan

Goal 14 - Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life 49

Appendix

Expense by Goal 52

Expense by Goal by Ministry, 2006-07 Estimate 52

Expense by Core Business 53

Core Businesses Key 53

Introduction

The Government of Alberta Strategic Business Plan consists of:

Today's Advantage, Tomorrow's Promise: Alberta's Vision for the Future
(Alberta's vision);

Today's Opportunities, Tomorrow's Promise: A Strategic Plan for the Government of Alberta
(20-year strategic plan);

2006-09 Government of Alberta Business Plan
(Three-year government business plan);

2006-09 Ministry Business Plans
(Three-year ministry business plans).

Today's Advantage, Tomorrow's Promise: Alberta's Vision for the Future presents the government's vision for the province in the next 20 years, together with the values of Albertans that support this vision. The vision builds on three themes – people, preservation and prosperity– and introduces four strategic opportunities or "pillars" to help achieve the vision: Unleashing Innovation; Leading in Learning; Competing in a Global Marketplace; and Making Alberta the Best Place to Live, Work and Visit.

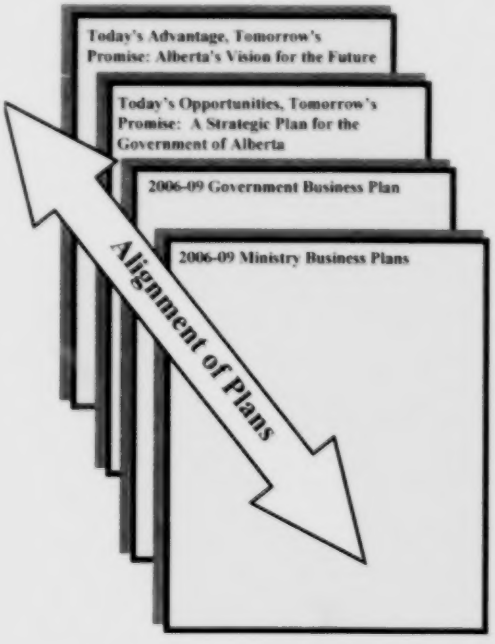
Today's Opportunities, Tomorrow's Promise: A Strategic Plan for the Government of Alberta focuses on and supports the vision. It describes Alberta in the year 2025 and expands on the four strategic opportunities or "pillars" to realize this vision.

2006-09 Government of Alberta Business Plan is linked to the fiscal plan and aligns with the longer-term strategies in the 20-year strategic plan. The three-year government business plan is published annually and lays out the government's goals and strategies and the measures necessary to track results.

The 2006-09 government business plan is focused on ensuring that Alberta keeps pace with its projected economic growth, while sustaining its social and natural advantages. It outlines a "work order" that includes eight Top Priorities to manage growth and sets clear expectations for results in each of these priority areas.

2006-09 Ministry Business Plans are published annually and cover a three-year planning period. These plans support both the 20-year strategic plan and the government's three-year business plan.

The vision and these key plans are aligned to ensure that all of government is "pulling together" toward shared goals.


Today's Advantage, Tomorrow's Promise: Alberta's Vision for the Future
Today's Opportunities, Tomorrow's Promise: A Strategic Plan for the Government of Alberta
2006-09 Government Business Plan
2006-09 Ministry Business Plans
Alignment of Plans

Alberta's vision and the 20-year strategic plan are periodically reviewed and updated to ensure they continue to reflect the priorities of Albertans.

Today's Advantage, Tomorrow's Promise: Alberta's Vision for the Future

"A vibrant and prosperous province where Albertans enjoy a superior quality of life and are confident about the future for themselves and their children."

Albertans and their government have created an era of enviable growth and unmatched prosperity. But neither Albertans nor their government are prepared to be complacent. The government is focusing on its long-term vision for Alberta, sustaining close alignment with the directions in the 20-year strategic plan and addressing both opportunities and challenges in its ongoing three-year government business plans.

BUILDING ON SUCCESS

In 1993, Albertans faced some tough choices. The economy was not performing to its potential and the government was spending more than it could afford. Red tape and regulations were hurting business and government had become too big. Albertans told their government to take action and government listened.

Alberta has entered its second century in an enviable position, with a strong economy, no debt and an unparalleled quality of life.

Enormous achievements have been realized:

- The economy has grown strongly and steadily. Alberta's outstanding economic growth has created over 400,000 new jobs in just 10 years.
- The province currently is experiencing surpluses due to high oil and gas revenues and has developed a plan that will ensure over 75 per cent of its 2005-06 surplus will be invested in endowments for future generations and in the priority areas that matter most to Albertans: education, health, infrastructure and the environment.
- Personal and business taxes are lower.
- Alberta is moving forward on the Third Way which focuses on new and innovative ways to ensure a high-quality, accessible and affordable health system for future generations of Albertans.
- Alberta made a commitment at the start of its centennial year that advanced education would be a top priority, and the government introduced the *Access to the Future Act*. This legislation will make Alberta's advanced learning system a leader in Canada.
- Regulations have been streamlined and government has become more effective, efficient and adaptable.

Communities, individuals and stakeholders now want and expect to be full participants in governing the province. Future-shaping events such as the Public Consultation on a Debt-Free Alberta, the Premier's Roundtable on Family Violence and Bullying, Unleashing Innovation in Health Systems – Alberta's Symposium on Health, A Learning Alberta – Dialogue and Directions, and Water for Life: Alberta's Strategy for Sustainability have directly involved individuals, communities and stakeholders in planning Alberta's future in priority areas.

The Government of Alberta also has forged partnerships with communities to find local solutions to critical issues. From consultation on policy or legislative changes to community engagement, through such means as community justice committees, economic development authorities and tourism councils, community participation is part of everyday life across our province.

In a global environment that is challenging and chaotic, we must recognize and build on the accomplishments of the last decade, not rest on them.

Today's Advantage, Tomorrow's Promise envisions Alberta as a place where all Albertans can realize their full potential, where we work together as stewards of Alberta's natural beauty and resources, and where sustained economic growth leads to continued prosperity and realized opportunity.

KEEPING ALBERTANS' VALUES IN MIND

The government's vision for Alberta fully recognizes the desire of its citizens to maximize their own achievements and potential as they take advantage of Alberta's opportunities. Success requires a strong foundation, a strength of purpose and a clear sense of Albertans' values.

The values that provide a strong foundation to the vision and the government's 20-year strategic plan are:

- Albertans' strong belief in the freedom to pursue personal success;
- Albertans' recognition that their right to self-determination is balanced by their responsibility to their family and to the greater community;
- Albertans' pioneering, entrepreneurial spirit and willingness to take risks and embrace new technologies; and
- Albertans' desire for the freedom to control their own lives and their rejection of unnecessary rules or red tape.

WORKING TOGETHER

Individuals, communities, non-profit organizations and businesses all have an important role to play in achieving the vision for Alberta in close collaboration with the Alberta government.

Government leadership provides the framework – the fiscal, economic, social and regulatory policies that will position Alberta to respond to opportunities and address challenges. Government leadership also promotes Alberta's interests and secures benefits for Albertans as an equal partner in a strong, united Canada.

THE VISION – ALBERTA IN 2025

What do Albertans want their province to look like in 20 years? Which social and demographic trends and which opportunities, risks and hurdles will determine the type of Alberta we live in by 2025?

Alberta in 2025 will be a province of four million people, slightly older on average than today's population and more diverse. It will be a province where:

- People are free to realize their full potential and personal choice is the only limit to opportunity;
- Government and industry are responsible stewards of the province's abundance of natural resources;
- People feel safe in their homes, on their streets, in their communities and at work;
- The economic fundamentals of the province are strong and the tax system is designed to promote individual entrepreneurship and the transformation to a knowledge-based economy;
- The economy has shifted toward a knowledge-based approach, with research, technology development and value-added products having a much larger part in the province's prosperity;
- Essential public services such as health and education are contemporary, accessible and affordable, and individuals have a role to play in using these services responsibly;
- The potentially vulnerable in society, including seniors, children and people with disabilities have the support they need to live in dignity, achieve personal satisfaction and independence, and continue to contribute to the betterment of the province;
- Albertans are able to enjoy the province's unspoiled natural areas and wide variety of arts, cultural and recreational opportunities;
- Aboriginal Albertans have achieved a socio-economic status equivalent to that of other Albertans;
- The province's small towns, farms and ranches are a vital part of Alberta. Rural communities, like large urban communities, are vibrant and growing;
- The province is a full, participating partner in Confederation, and the views of Albertans are respected by the federal government; and
- Municipalities and the provincial government work in a fair partnership to serve their constituents.

This picture of Alberta in the future captures the values of Albertans – values that have shaped the province and its unique place in Canada over the previous century.

THE VISION'S THEMES – PEOPLE, PRESERVATION AND PROSPERITY

Alberta's vision, Today's Advantage, Tomorrow's Promise, is centred on the themes of people, preservation and prosperity.

People are at the heart of the Alberta Advantage. Alberta's vision rests on the belief that Albertans are our province's greatest resource and that their ability to realize their potential is the cornerstone of the province's future.

This requires personal and community resourcefulness to meet challenges, and support from government where needed. It requires valuing the diverse gifts that all Albertans bring to their communities.

Preservation means maintaining an environment that is unsurpassed in the world while ensuring sustainable economic growth. Albertans place a high value on the preservation of a clean, healthy, natural environment, where the unique beauty of Alberta is protected for future generations to enjoy.

Prosperity is essential to maintaining and improving Albertans' overall quality of life. Today's Advantage, Tomorrow's Promise is a vision to ensure economic growth that is unmatched in Canada and North America and that ensures individual Albertans have opportunities to work and succeed. The vision is based on sound management and sustainable development of our natural resource-based economy.

Ultimately, however, Albertans will measure our prosperity as a province by more personal and less tangible outcomes – the strength and well-being of our families, communities and society.

ACHIEVING THE VISION

The vision is achieved through four strategic opportunities or "pillars" outlined in the 20-year strategic plan – Unleashing Innovation, Leading in Learning, Competing in a Global Marketplace, and Making Alberta the Best Place to Live, Work and Visit.

Unleashing Innovation focuses on Alberta becoming a world leader in innovation, research, development and commercialization of new ideas.

Leading in Learning means making sure Albertans have the opportunities they need to learn, adapt and develop new knowledge and new skills.

Competing in a Global Marketplace is about creating a business environment that is recognized around the world as an excellent place to do business.

Making Alberta the Best Place to Live, Work and Visit is where these strategies translate into a superior quality of life for Albertans.

Today's Advantage, Tomorrow's Promise is the Alberta government's vision of an Alberta for Albertans – a vision developed by listening to Albertans. It is a vision of unmatched economic prosperity. It is a vision about unleashing the talents of individual Albertans. It is a vision about maintaining a clean and healthy environment. And it is a vision where all of these combine to create an exceptional quality of life.

Today's Opportunities, Tomorrow's Promise: A Strategic Plan for the Government of Alberta

Today's Opportunities, Tomorrow's Promise is a strategic plan that lays out a course for the Alberta government for the next 20 years. It identifies four strategic opportunities or "pillars" for Alberta to maximize its potential, and suggests a number of specific strategies to take advantage of those opportunities.

AN ARRAY OF OPPORTUNITIES: A THEME OF SELF-RELIANCE

Alberta is Canada's high-energy province. It leads the nation in nearly all economic indicators and is the ideal destination for Canadian families who are looking to start new careers, open new businesses and realize their dreams.

For Albertans, economic success is not an end in itself. Albertans look at economic strength as a key to achieving their personal goals and to sustaining the advantages afforded by good health, strong communities and education systems, low taxes, and a high level of personal freedom and autonomy.

While financial well-being is the anchor of prosperity, other dimensions of family, social, spiritual and physical well-being are essential to fulfill human aspirations. For this province, a strong economy is not merely about numbers on a spreadsheet. It is also about opportunity and success.

Alberta is blessed with an abundance of natural resources that have contributed to its economic fortune. But Alberta's success is built on more than geography. The vital ingredient in Alberta's success story is the hard work and dedication of the people who make up the province – people who dedicate themselves to continuous improvement for themselves, their families, their communities and their province.

Albertans expect their government to create an environment in which they can maximize opportunities. For them, government's job is not to do the work for them; it is to let them do the work themselves. Albertans call this self-reliance, and it is a principle that has shaped this province and its people for more than a century.

This commitment to self-reliance should not be confused with a lack of caring – for neighbours or for the province as a whole. Albertans believe that all citizens have the right to maximize their personal opportunities and the responsibility to help those who need help.

Self-reliance does not mean that there are not important expectations for government.

Albertans expect their government to provide a framework for success through fiscal, economic, social and regulatory policies that create opportunities. They also expect that government will work in partnership with Albertans, municipalities, First Nations, Métis settlements, businesses and others to build Alberta together.

They expect that government will help lead the development of the tools for the 21st century economy – tools such as research, innovation and the development and commercialization of technology. They expect their government to provide the proper infrastructure needed for growth and prosperity and to protect the environment so that Albertans have safe water, air and land today and tomorrow.

Public officials should fund basic services fairly, avoid big government and manage public dollars wisely.

Over the next 20 years, the government intends to ensure the province matches or exceeds its record of success over the previous decade. That is why it has developed this long-range plan. The plan expands on the province's vision for the future and lays out ideas to realize Alberta's abundant opportunities and to address its fundamental challenges.

THE PLAN

Just over 13 years ago, in 1993, the province faced deficits and mounting debt, complex and unnecessary regulatory systems and a government that had

become too big. Albertans and their government developed a plan to eliminate the deficit, pay down the debt, remove taxes and regulations that impaired business competitiveness, and refocus the role of government from direct intervener to partner and facilitator.

Today's opportunities are different than those of 10 years ago, and with a solid plan and a commitment to follow it, Albertans and their government are building on the foundation created over the past decade.

The plan is based on four strategic opportunities or "pillars." Each opportunity is presented separately, but they are interrelated. Each complements the other, and success in seizing one opportunity will lead to success in achieving the others.

Opportunity 1: Unleashing Innovation

Over the past 10 years, Alberta's economic growth has been unparalleled. Fuelled by higher-than-expected oil and natural gas prices, annual economic growth has been strong and consistent.

While natural resource-based industries will continue to play a vital role in the provincial economy for many years to come, the province cannot continue to rely on high natural resource prices forever.

In order to achieve exceptional growth, Alberta's economy must expand from its natural resource base, enhance the value of manufactured goods and business services and venture boldly into bio-technology, the life-sciences, nano-technology and other research and development opportunities.

The Alberta government has developed Securing Tomorrow's Prosperity to achieve the economic goals of the strategic plan. It is a market-driven, value-added strategy with a long-term vision to upgrade primary resources, expand manufacturing, develop business services and foster knowledge-based sectors. It also is focused on the growth of a competitive and innovative value-added and business services industry.

Achieving the New Economic Promise: A Knowledge-Based Approach

Fostering a knowledge-based economy means building more value into our traditional goods and services in order to achieve greater returns from international exports.

It means using technology to make the most effective use of limited resources and to get the best value and return for Albertans. It also means building on Alberta's strong base of information technology and life sciences to develop and produce new knowledge-based products.

Over the past decade, the provincial government has made great strides toward encouraging a broader economic base. The elimination of needless government regulation has positioned Alberta as a business-friendly province. Alberta's strong fiscal position and favourable personal and corporate tax rates have transformed Alberta into Canada's economic powerhouse.

Our 21st century society, composed of Albertans with roots all over the globe, provides yet another advantage – windows to the world.

The results have been impressive.

Many large companies have invested and expanded operations in the province over the last decade, and Alberta has been cited as the province in which to locate small businesses. The province's service and retail sectors have shown remarkable growth and strength. Alberta companies, large and small, are trading and providing services all over the world. Alberta's labour force is the most productive in Canada.

Great strides have been made, but there are further opportunities. To ensure that Albertans benefit from these opportunities over the next 10 years, the Government of Alberta plans to invest up to five per cent of its annual budget in support of its innovation agenda, as dollars are available.

The Alberta of 2025 will require an **innovative and productive workforce** to keep a strong and changing economy vibrant. With this in mind, government has worked closely with a broad range of stakeholders to develop a new Workforce Strategy. This strategy focuses on a broad range of initiatives to inform, attract, develop and retain a diverse and productive workforce for Alberta.

This strategy will examine ways to promote full participation in the labour market. For example, the provincial government, in partnership with industry, Aboriginal communities and other jurisdictions, will develop new strategies to help Aboriginal people train

for, enter and stay in the workforce and participate fully in the economic opportunities of the province.

The Alberta government also will take steps to attract skilled workers from outside the province, guided by a made-in-Alberta immigration policy. Government also needs to ensure that immigrants to Alberta get full recognition for the professional qualifications they bring with them in order for them to make the greatest possible contribution to the province.

One area where more opportunities are available is in the field of **technology development and commercialization**. Alberta's low business taxes have encouraged businesses to invest in the province. The availability of research funding means that significant new technologies are consistently created in Alberta. Alberta must further develop its capacity for research, and bridge the gap between basic research and applied technology.

Often, breakthroughs discovered in Alberta are developed elsewhere.

Recognizing this, the Government of Alberta has developed the Accelerating Innovation in Alberta strategy. Its focus is to encourage innovative Alberta-based companies to develop technologies and convert them into saleable products in Alberta. This will require innovation and collaboration among governments, research institutions, entrepreneurs and businesses.

Another factor in spurring technology commercialization is the availability of **venture capital**. The Alberta government will work with the technology sector and the investment industry to identify and implement competitive mechanisms and frameworks to encourage investment and increase access to venture capital within the province.

Focusing on Our Strengths

Taking a knowledge-based approach will help Alberta's economy grow. But Alberta's traditional strengths in energy, agriculture, forestry and tourism cannot be forgotten.

The Alberta government has made great progress in encouraging the development of the province's traditional resource-based industries.

The tax and royalty systems have spurred record investment in Alberta's oil sands. Alberta's natural gas resources have been upgraded through the expansion of the province's petrochemical manufacturing base. Research initiatives, business risk management tools and disaster assistance programs contribute to the viability of the agricultural sector.

Alberta's **oil sands** are the second-largest deposit of proven oil reserves in the world, next to Saudi Arabia. The orderly development of these reserves is vital to Alberta's future economic prosperity and key to a stable, secure supply of energy for North America in the 21st century.

The provincial government will ensure its tax and royalty structures return fair returns to Albertans while encouraging oil sands expansion.

The government also will continue to increase its investment in research aimed at more innovative and efficient ways of extracting oil from the oil sands; for example, technology that reduces the use of natural gas in oil sands production processes.

The Alberta government also will stimulate new petrochemical investment by working with industry to develop new feedstock supplies through integration with oil sands upgrading and processing.

Another vital resource to Alberta is **natural gas**. Though abundant, Alberta's natural gas reserves are not unlimited. Albertans must find ways to improve natural gas recovery and use natural gas more efficiently and effectively.

Toward this end, the government will actively encourage the extraction of coal bed methane – a valuable source of natural gas in coal, but one that is more difficult to extract. Natural gas in coal has the potential to offset declining conventional natural gas reserves, just as oil sands production is offsetting the decline in production of Alberta's conventional oil reserves.

The Alberta government also is considering further investments in research to turn carbon dioxide into a marketable product. Development of new technologies and the construction of a carbon dioxide pipeline could mean that carbon dioxide becomes a valuable resource in the extraction of conventional oil or natural gas in coal. Such uses also would reduce greenhouse gas emissions from Alberta's oil sands.

The government will focus its efforts to ensure the northern natural gas pipeline can meet the demand for natural gas required to operate Alberta's oil sands production capacity.

Alberta also is fortunate to hold vast amounts of **high-quality coal**. The government will continue to invest in and promote research into making Alberta's already clean coal into an even more environmentally friendly source of energy.

The Alberta government has been a leader in the use of **green power**, having obtained 90 per cent of our power requirements for provincial government buildings from green power commencing January 1, 2005. Following this lead, the government will develop measures to encourage private-sector investment in green power technologies.

Finally, the government will help the **forestry and agriculture industries** expand the value-added component of these industries and provide customers with high-quality, safe and nutritious foods and value-added forest products. For example, through its Life Sciences Strategy, the government is building on the province's research and innovation strengths in key sectors such as agriculture, energy, environment, forestry, health, and information and communications technology.

Using Natural Resources Wisely

Over the past two decades, great strides have been made to take advantage of Alberta's natural resources for the benefit of all Albertans. Development of the oil sands has created an enormous supply of increasingly economical oil that Alberta exports to the world. Alberta's natural forests have been harvested in a sustainable and environmentally responsible way. The province's landscapes support increasing recreation and tourism.

With finite resources, Albertans must make sure that these resources always are put to the best possible long-term use.

Toward this goal, the provincial government will ensure that the **province's land base** is used as effectively as possible, recognizing traditional and different possible users, for the benefit of all Albertans. The government, in consultation with Albertans, will develop a comprehensive land use framework for the province.

There are limits to Alberta's available water supply. Our quality of life and economy require a long-term approach to **water management**; therefore, the Government of Alberta is implementing a comprehensive water strategy. Water for Life: Alberta's Strategy for Sustainability advances a watershed approach to water management. This strategy encompasses a broad range of tools to ensure reliable, quality water supplies to maintain healthy aquatic ecosystems over the long term, as well as a sustainable economy.

Alberta's conventional oil and gas reservoirs have significant volumes that can be extracted using enhanced recovery techniques. To obtain the most from our finite resources, the provincial government will develop an enhanced recovery strategy to extend the life of these resources.

Overall, a thriving Alberta economy requires a system in which the competition for finite resources is always decided in favour of Albertans as a whole. The provincial government is responsible for ensuring that competing interests are managed for the benefit of all Albertans.

Opportunity 2: Leading in Learning

At the heart of self-reliance, and of any person's success, is his or her desire to learn. Whether they are in school, learning on the job, or volunteering in their communities, Albertans desire to learn and improve. And, they want the opportunity for their children to be the best they can be. Albertans know that education is the best investment they can make in the future.

Government's role is to ensure an excellent, accessible and affordable learning system that meets the needs of learners, society and the economy. Participation in education is a shared responsibility of learners, parents, stakeholders, the general public and the government. The learning system must support the development of the province's human capital to ensure Alberta is a leader in the knowledge-based world.

Albertans know that investment in education, and supports to ensure children's readiness to learn, is a direct investment in the province's future. For government, the goal for the basic education system is to give students of all ages the opportunity to achieve their full potential.

The Alberta government is continuing work on government-supported recommendations from Alberta's Commission on Learning. The report has provided guidance and direction to government and the Kindergarten to Grade 12 **education system** in order to ensure that the system meets the needs of all Alberta students and is affordable, with sustainable funding over the long term.

For many people, formal education does not end with grade 12. Alberta is among Canada's leaders when it comes to the proportion of the population that pursues lifelong learning opportunities.

Alberta has increased investment to expand learning opportunities and create more spaces at Alberta's universities, colleges and technical institutes, and has held public dialogues on future directions in advanced learning. These dialogues have resulted in a new vision and framework to guide the development of Alberta as a learning society where individuals can reach their potential.

Education helps individuals achieve their goals. Equally important is the fact that education helps the province prosper. These new strategies will help to make Albertans competitive in the global market and ensure full participation in Alberta's communities.

Opportunity 3: Competing in a Global Marketplace

Because Alberta is a major exporter of goods and services, an important strategy for the government is to ensure **reliable export markets**. Alberta individuals and companies export their goods and services across Canada, North America and the world.

Seamless access to the United States, Alberta's largest and most important trading partner, is essential.

Alberta will work with the federal government to examine the feasibility of a customs union with the United States. A customs union would result in common border practices, harmonization of trade policies and regulations, and an end to the use of trade remedies within North America. A customs union would strengthen Canada's overall trade relationship with the U.S. and reduce interruptions to Alberta's access to U.S. markets.

The Alberta government also is committed to maintaining and improving its relationship with the U.S. An Alberta office has been established in Washington, D.C. to ensure Alberta's interests are promoted within the U.S.

It also is important to strengthen partnerships within Alberta and Canada. The Alberta government will develop effective partnerships to expand trade and build a stronger investment climate.

Protecting what Albertans achieve is vital to stimulating continued economic strength. Alberta is an important member of Confederation. Albertans are proud Canadians who believe strongly in their country. But Alberta's interests are not always taken into account by the federal government. Federal programs and policies sometimes have a negative effect on Albertans and the Alberta economy.

The provincial government will continue to work to ensure Albertans are treated fairly within Confederation.

The province will work with other provinces to ensure that the federal government respects provincial jurisdiction and does not take measures that would hurt Alberta's economy or Albertans' quality of life. This includes ensuring regular First Ministers' meetings with the federal government, provincial participation in international negotiations that affect provincial interests and working toward a Triple E senate.

The government also will work to ensure that external influences do not jeopardize Alberta's ability to benefit from its invaluable natural resources, such as oil, gas and coal. The Alberta government will consider carefully all measures that could be taken to ensure provincial interests are protected within Canada and abroad.

Alberta's agriculture industry, a cornerstone of Alberta life for many years, is under pressure from various sources. Generally declining commodity prices will continue to put pressure on all sectors of the industry. Market access in the face of bovine spongiform encephalopathy (BSE) disease has caused significant harm to Alberta's beef industry. These impacts, combined with severe weather and dry conditions, continue to threaten this sector.

The Alberta government will combat the forces negatively affecting the agriculture industry through a variety of measures. Specifically, the government will work to ensure access to foreign markets by strengthening relations with the U.S. and by ensuring Alberta's meat inspection processes are the best in the world. Expansion of the province's meat-processing industry is important to ensure that beef products are packaged in Alberta before being shipped to export markets.

The Alberta government also will ensure its water and land use policies allow the industry to prosper. It will continue to invest in research directed at improving the efficiency of agricultural operations and ensure that value-added products are exported at their highest development potential.

Alberta's **forestry** industry is facing external pressure due to U.S. countervailing duties. The Alberta government is committed to strengthening relations with the U.S. in order to resolve current issues and avoid future problems.

The government also will promote **tourism** development through its comprehensive land use policy and by informing Canada, North America and the world about Alberta's spectacular tourist destinations.

A leading economy requires leading public **infrastructure and transportation**. Modern infrastructure and transportation systems are essential to attract investment and skilled workers. Efficient electric transmission lines and oil and gas pipelines, well-equipped health facilities, good schools and post-secondary facilities, high-quality water systems and safe and modern roads are key factors to a strong economy.

The government will continue to work with local governments, economic development authorities, industry and others in the community to ensure infrastructure and transportation systems support economic and demographic growth.

The government will continue to place a priority on planned, stable capital expenditures through the use of these mechanisms. This includes making funds available for timely maintenance and preservation of our capital assets and taking advantage of new approaches to funding capital projects, such as public-private partnerships. Alternative financing options will be used only if they make economic sense and if they get new infrastructure and transportation on stream efficiently and quickly.

In order to remain globally competitive, Alberta must also work towards continued improvement in **productivity**. A competitive tax system, improvements in workplace health and safety, positive labour-management relationships, the development of new technologies and the removal of unnecessary legislative impediments will enhance the productive competitiveness of Alberta industry.

The Alberta government will continue to support an environment in which **small businesses** can succeed. This means keeping taxes low and eliminating unnecessary rules and regulations. Albertans – always innovative, always willing to take risks – will do the rest themselves.

Opportunity 4: Making Alberta the Best Place to Live, Work and Visit

Albertans have come to expect high-quality social programs and services, and the Alberta government remains committed to providing them.

Over the next 20 years, Albertans and their government will face some significant challenges in improving upon the high-quality services Albertans expect.

For example, the real cost of providing quality health care will continue to grow. Over the past 10 years, per capita health care costs have outpaced inflation and economic growth. As the population ages, pressures on health and related services, including the cost of new drugs and technologies, are expected to increase. Albertans know that constantly pouring greater and greater amounts of money into health care does not guarantee the sustainability of the system; in fact, it threatens it.

Similarly, the costs of providing Alberta students with a quality education and support services to children and families also are rising.

Government must make sure that its revenues are sufficient to meet the costs of these programs and must take steps to keep these programs affordable and sustainable without sacrificing quality. Innovation will play an important role in improving services for Albertans.

Ensuring Adequate Revenue

The Alberta government has taken some steps over the last decade to make sure adequate revenues are in place to fund programs and services.

The Sustainability Fund was created to cushion spending plans against revenue volatility, resulting in improved predictability in program funding from year to year.

Most importantly, paying down the provincial debt has freed up funds for programs and services – funds that otherwise would have gone to debt-servicing costs.

But the potential for a decline in natural resource royalty revenues means that the Alberta government must take additional steps to ensure revenues are adequate to meet Albertans' expectations. The Alberta government will continue to monitor the tax regime and set out fiscal policies with the temporary nature of resource revenues in mind.

Improving Services for Tomorrow's Albertans

To ensure Albertans can continue to enjoy the level of services that are currently provided and enhance services in other areas, innovative ways of funding and delivering programs and reducing costs, where possible, are required.

The Alberta government has taken significant steps to improve the efficiency, effectiveness and economies of program and service delivery over the past 10 years. For example, administrative costs for health care have been streamlined significantly. Providing some publicly funded health services in modern, private clinics rather than in expensive hospital settings, coupled with new drugs and technologies, has improved patient service. Programs such as the Health Link and primary care initiative provide new ways for Albertans to access health services quickly.

The provincial government also has improved service delivery through the development of a well-educated, service-oriented, innovative and motivated public service.

But even with these improvements, new methods of program delivery and funding are required. Government must maintain responsibility for setting policy and monitoring outcomes to ensure the desired results are achieved. Programs should be delivered by those best able to deliver them effectively and efficiently, whether government, the private sector, non-governmental organizations or partnership among these parties.

Health care. Alberta's health care system has undergone a number of changes in the past 10 years. Regional health authorities, health providers and community partners have worked together to improve access, streamline services, open up new approaches to care and respond to the needs of Alberta's fast-growing population.

The government has committed to a Third Way to further evolve the health system for the future.

This is why Alberta hosted an international symposium on health. Unleashing Innovation in Health Systems: Alberta's Symposium on Health brought some of the world's leading experts in health systems innovation to Alberta to present their ideas to health system leaders, providers and stakeholders.

There is no single solution to the challenges of our health care system. Instead, it is important to move ahead with hundreds of ideas and improvements that meet patients' needs and make a positive difference in the health of Albertans.

As a step in this direction, the Alberta government will evaluate alternative ways to finance programs not covered by the *Canada Health Act*, such as long-term care and prescription drugs, and explore cost-sharing approaches to a wide range of services. Working with health care providers, the government is promoting healthy living and wellness and making services more efficient and accessible for all Albertans.

As well, there is an important emphasis on recognizing the impact of health research and technology on the community as an economic driver – as a benefit, not just a cost.

Services to Alberta's children are not only an important service to those in need, they are also an investment in the human potential of the province. Getting a healthy start in life is critical to the success of Alberta's children and the realization of Alberta's vision for 2025.

The Alberta government will continue to place a priority on children's services, especially those services that are designed to enable children to

succeed at learning. A significant focus will be placed on programs that promote early childhood development and other prevention strategies to support families in promoting the optimal development of children.

Overcoming barriers to success at an early age will help children achieve and help society avoid the cost of lost potential. Community partnerships provide leadership in helping young Albertans succeed.

Helping those in need is essential to Alberta's success. More importantly, Albertans want to be sure that fair and compassionate programs are available for those who need some support.

Barriers to full participation in the province's economic and community life can result in limited opportunities and contribute to poor health status. Children from low-income families may not enter school ready to learn. Aboriginal children and communities may require support to ensure the gap is closed between the socio-economic status of Aboriginal and non-Aboriginal Albertans. Children from new Canadian families may face literacy challenges as well as a lack of training in English as a second language. Persons with disabilities and seniors may face financial challenges, lack access to affordable housing or lack the necessary supports for independence.

The Alberta government will encourage initiatives that assist families and support children to realize their potential, enhance the participation of Aboriginal people in the Alberta economy, and ensure that seniors and Albertans with disabilities enjoy adequate incomes and the supports necessary for independence.

Continuously Improving Quality of Life

The stimulation of Alberta's economic growth will enable the province to fund essential services, which in turn helps create a high quality of life.

However, quality of life is more than a growing economy and good social programs. It is also about people being able to realize their dreams, feeling safe in their homes and on their streets, knowing their natural environment is protected, and being enriched by cultural, sport and recreational opportunities in their neighbourhoods.

The Alberta government is committed to making investments in all of these factors that contribute to the overall quality of life for all Albertans.

Strong municipalities are an essential part of a strong Alberta. The provincial government will continue to work toward enhancing its relationships with its local governments. Ensuring that the roles and responsibilities of local governments are well defined means that municipalities can continue to be responsive to the needs of their communities and remain financially strong and viable.

Vibrant **rural communities** also are essential to the province's economy and overall quality of life. The Alberta government will implement its Rural Development Strategy, A Place to Grow, that assures dynamic rural communities where families, individuals, organizations, businesses and governments are contributors to the growth, prosperity and quality of life of Albertans.

Alberta SuperNet provides an electronic highway to hundreds of communities, making it possible for businesses and individuals in rural areas to compete globally. Health services and educational opportunities will be enhanced by new technologies.

The economic opportunities of the Calgary-Edmonton corridor can be distributed more widely with appropriate infrastructure and transportation.

Safe communities are critically important to the well-being of Albertans and their children. The Alberta government will continue to invest in Alberta's communities to make them among the safest in North America. Government will focus on the continued reduction of violent crime by improving its commitment to policing and getting tougher on those who commit violent offences.

The Alberta government has committed to an integrated, community-based approach to preventing and responding effectively to family violence and bullying. The Premier's Roundtable on Family Violence and Bullying has developed a strategy that will improve the capacity of communities to respond to one of our province's most serious social issues. It proposes solutions that focus on families, schools, communities and regional collaboration.

The government is taking strong action to tackle the issue of crystal methamphetamine. Initiatives will include a focus on prevention, increasing the availability of addictions services and legislative responses.

The government will play a leadership role in establishing a more responsive justice system by focusing on preventative strategies, expanding the availability and scope of dispute resolution options and using technology to facilitate access to justice services.

The Alberta government will help build safer communities by involving the communities themselves, along with the private sector, families and individuals. It also will continue to pressure the federal government to take tough positions against violent crimes and those who commit them.

Safety is not limited to protection from crime. Albertans need to feel safe in their homes, at work and at play. To provide this assurance, the government supports programs and initiatives for safety standards, injury prevention and safety on our streets, promoting partnerships wherever possible.

World events have highlighted a need to provide security from threats of a global nature. The Alberta government will continue to focus on mitigating, preparing for, responding to and recovering from major emergencies and disasters at the provincial and local levels. The government will continue development of a world-class security and emergency preparedness framework for the province.

A **clean natural environment and a vibrant cultural mosaic** are other key components of ensuring a high quality of life. This includes ensuring Alberta's natural areas remain unspoiled and protecting the quality of Alberta's air, lakes and rivers.

The Alberta government will place a priority on Alberta's quality natural environment by developing a framework for maintaining its existing natural areas. The implementation of the government's new water strategy will provide for the continued high quality of Alberta's lakes, rivers and streams and also will address water conservation challenges.

The Alberta government also will develop strategies that encourage innovative solutions on climate change and ensure a balanced and sustainable approach to growth and industrial and resource development.

Alberta's vibrant, artistic and cultural mosaic not only enriches the lives of all Albertans, but also opens the doors to more international trade opportunities. The Alberta government will continue to value the province's artistic and cultural diversity by providing support for community needs.

Albertans value their **personal and economic freedoms**. Over the past 10 years, the provincial government continuously has reviewed its programs, policies, regulations and legislation to ensure it is not interfering needlessly in the lives of Albertans. This requires a continuous commitment to review programs and end government involvement in areas that can be better delivered by others.

Government also must ensure that it does not waste time and resources in providing services that should be the responsibility of individual Albertans.

To that end, the Alberta government will continue to review its regulatory systems to ensure that Albertans are not over-regulated and businesses can continue to thrive. If it finds laws or rules that make no sense, it will abolish them.

CONCLUSION: BUILDING ON ALBERTANS' SELF-RELIANCE

This plan for Alberta's future is based on a truly Albertan characteristic – a dedication to strong individuals within strong communities.

The Alberta government is committed fully to the values and vision on which this plan was built.

This plan was developed with advice from people from across the province. The government will continue to work with Albertans, including the private sector, communities and non-governmental organizations, to refine the plan in order to ensure it continues to reflect the changing environment in which Albertans live.

2006-09 Government of Alberta Business Plan

The 2006-09 Government of Alberta Business Plan is focused on ensuring that Alberta keeps pace with its projected economic growth and becomes an even better place to live, work and raise a family.

This three-year government business plan advances the four strategic opportunities of the government's 20-year strategic plan: Unleashing Innovation; Leading in Learning; Competing in a Global Marketplace; and Making Alberta the Best Place to Live, Work and Visit.

MANAGING OUR GROWTH AND SECURING OUR FUTURE

The 2006-09 government business plan addresses the significant opportunities and challenges facing the province over the next three years. For one, Alberta is expected to continue enjoying the strongest economic growth of any province in Canada. The annual rate of growth is projected to average around four per cent over the next three years. There are over $120 billion in capital projects planned or in progress in Alberta. While this level of economic activity is contributing to population growth and the high quality of life in Alberta, it also generates growing labour shortages and puts pressures on our environment and infrastructure. Managing this growth is the most significant challenge facing the province.

Secondly, the province can expect further surpluses driven by higher energy revenues. However, energy prices remain volatile and it is difficult to know today how much additional revenue will be available in the future. If we want our children to enjoy the quality of life we have now, we must manage these surplus resource revenues in a responsible manner. That is why over 75 per cent of the 2005-06 surplus was invested in the future. The province will continue to set aside a significant portion of each year's surplus for endowments to support long-term priorities that will benefit Albertans for generations to come. It is also investing in infrastructure, education, health and other current priorities identified by Albertans. These strategic investments in roads, schools, hospitals and other capital projects are critical for Alberta's communities now and for the future.

Thirdly, the social fabric of Alberta is changing. Our population is aging. Alberta is becoming more urbanized and more culturally and ethnically diverse as the province's advantages attract thousands of people from other parts of Canada and the world every year. At the same time, rural Albertans are emphasizing the need for vibrant rural communities and a stronger, more resilient agricultural sector. The government is addressing these priorities through A Place to Grow, its Rural Development Strategy. Alberta has committed to advance learning for all Albertans as a cornerstone to building the innovative, knowledge-driven economy we need to sustain future prosperity in all parts of the province.

Finally, Alberta is poised to affirm its place in Canada and in the world as an innovative, entrepreneurial leader. From breakthroughs in medical research to technological advances in new and emerging sectors to job growth, Alberta's successes contribute to a stronger Canada in diverse and exciting ways.

To take full advantage of Alberta's opportunities and to meet its challenges, the government has outlined a "work order" focused on eight Top Priorities over the next two years. These priorities are:

- Building and Educating Tomorrow's Workforce;
- Improving Alberta's Health System – The Third Way;
- Building Infrastructure for Our Future;
- Using and Respecting the Land;
- Building Aboriginal Self-Sufficiency;
- Saving Lives and Reducing Injury on Alberta's Highways;
- Reviewing Tax Policy; and
- Protecting People's Private Information.

The three-year government business plan provides actions for these eight Top Priorities and outlines the 14 goals and supporting strategic priorities set for the 2006-09 planning period.

The 2006-09 government business plan positions

Alberta to make the most of its economic, social and natural advantages. It is a plan for strategic management of our province's growth and a plan for securing its future.

FOCUS OF THE THREE-YEAR PLAN: EIGHT TOP PRIORITIES

The Government of Alberta has outlined eight Top Priorities as the focus of the 2006-09 government business plan. Although each of these priorities contributes significantly to the achievement of one or more of the 14 goals outlined in the business plan, each is aligned only with the goal to which it is most stongly related. These priorities will be achieved through close collaboration and cooperation across a number of ministries.

Building and Educating Tomorrow's Workforce (Aligns with Goal 1)

Alberta is facing a number of demographic trends – an aging population, low birthrate, urbanization, and slowed interprovincial migration – all of which are affecting our ability to meet the labour force demands of a rapidly growing economy. Projections suggest Alberta will face a shortage of 100,000 workers over the next ten years. Alberta must cultivate and attract people with the skills to meet diverse needs in order to sustain its future economic growth.

Actions

- Develop and approve a refocused and coordinated labour force development strategy that addresses emerging and critical labour needs.
- Implement the *Access to the Future Act* to enhance the quality of advanced learning opportunities and to encourage more innovation in the advanced learning system. An Access Advisory Council will be established and the first earnings from the Access to the Future Fund will be distributed.
- Implement recommendations from A Learning Alberta Forum with a focus on improving affordability, accessibility and quality of learning opportunities for adult Albertans.

Improving Alberta's Health System – The Third Way (Aligns with Goal 5)

While Albertans value the health care they receive, providing timely access to quality health services is increasingly challenging. The growing cost of the health system also needs to be addressed. Improving Alberta's public health system is a priority for the government, with a focus on enhancing accessibility, quality and sustainability and improving the overall health status of Albertans.

Actions

- Develop a child and youth wellness strategy to address the health, well-being and mental health of children.
- Increase the availability of addictions services and take specific and targeted action to tackle the crystal methamphetamine problem.
- Develop and implement a common pharmaceutical framework to control spiraling drug costs and increase coverage.
- Develop and implement strategies to improve the quality of long-term care.
- Develop recommendations for an insurance program that considers coverage of continuing care, prescription drugs and other non-emergency health services.
- Implement a province-wide electronic health record that provides diagnostic imaging test results.

Building Infrastructure for Our Future (Aligns with Goal 14)

Population growth and a booming economy are challenging the province's public infrastructure. The backlog in infrastructure maintenance needs to be addressed. A comprehensive plan to address existing infrastructure needs and future investment in infrastructure is key to supporting future economic growth.

Actions

- Develop a 10-year comprehensive capital plan to address existing deferred infrastructure maintenance and future investment in new infrastructure projects.
- Complete the CANAMEX Trade Corridor to support increased north/south trade.
- Improve the Fort McMurray highway corridor to address public safety and traffic capacity.
- Construct Calgary and Edmonton ring roads.

Using and Respecting the Land (Aligns with Goal 1)

Urbanization, population growth and a strong economy have combined to increase pressure on and competition for use of Alberta's natural resources. Effective management of the competing interests of surface and sub-surface development, agricultural production, urban settlement, watershed management, recreation and preservation of natural beauty and wildlife habitats is critical to Alberta's high quality of life and continued economic prosperity.

Actions

- Develop an Alberta Land Use Framework for effective management of competing land use interests.
- Continue to implement the Water for Life Strategy to support a healthy and sustainable water supply for communities, for the environment and for Alberta's economic well-being.
- Improve monitoring and reporting and provide better access to reliable information on our resources and environment.
- Promote research, development and commercialization to improve extraction, upgrading and refining of Alberta's hydrocarbon resources and reduce environmental impacts.
- Position Alberta as a leader in adapting and integrating clean coal technology to provide an energy source to produce electricity, heat, hydrogen, fuels, chemical feedstocks, and in the future move CO_2 to support enhanced oil recovery, with near zero or minimal environmental impacts on land, air and water.

Building Aboriginal Self-Sufficiency (Aligns with Goal 7)

Alberta's Aboriginal, First Nations and Métis peoples are the fastest-growing demographic group in the province. Aboriginal people have a key role to play in Alberta's economic prosperity as well as in determining the future direction of their communities.

Alberta is currently involved in self-government negotiations with the First Nations and the federal government. Alberta's negotiators are committed to ensuring the best interests of all Albertans are served in this important process. At the same time, there is no clear regulatory regime on reserves to regulate economic and resource development. This discourages much-needed investment in on-reserve development. Clarity in this area is needed to improve opportunities for Alberta's Aboriginal communities on reserve.

Actions

- Implement a framework to guide provincial participation in self-government negotiations with the federal government and First Nations.
- Establish regulatory mechanisms to enable economic activity on reserve.

Saving Lives and Reducing Injury on Alberta Highways (Aligns with Goal 10)

The societal cost of traffic injuries and fatalities, including health care, policing, property damage and lost work, is very high. In 2003 alone, traffic collisions in Alberta claimed 385 lives and caused 26,426 non-fatal injuries. The Government of Alberta is making Saving Lives and Reducing Injury on Alberta Highways a priority because traffic collisions can be prevented. Saving lives and preventing injuries will benefit thousands of families, communities and businesses in all corners of the province.

Actions

- Develop and implement a Traffic Safety Plan, which provides a coordinated approach for the development of new strategies, including legislation and increased enforcement.
- Through coordinated leadership, specifically address issues such as traffic safety, driver education and licensing, enforcement, technology and sustainable funding.

Reviewing Tax Policy (Aligns with Goal 8)

Various tax policy options have been considered over time in order to ensure Alberta's tax system remains competitive. Tax policy decisions need to balance competitiveness with the need to ensure that the tax base is sufficient to support the province's programs.

Action

- Build on results of the current tax review to ensure tax competitiveness, economic efficiency, fairness and revenue stability.

Protecting People's Private Information (Aligns with Goal 10)

As governments, citizens and businesses increasingly seek greater coordination, integration and automation to improve service delivery, all reasonable measures must be taken to ensure personal information is managed with the highest standards of security.

Action

- Develop a government-wide strategy to ensure personal information entrusted to government is managed to ensure privacy and security.

These eight top priorities comprise a clear and concise "work order" and the government will be accountable to Albertans for making significant progress on these eight priorities in the 2006-09 business plan.

BEING ACCOUNTABLE TO ALBERTANS

The Government of Alberta Business Plan is an ongoing three-year plan that is part of the government's commitment to be open and accountable to the people of Alberta.

The *Government Accountability Act* requires that the government annually publish a three-year consolidated fiscal plan that includes a three-year consolidated capital plan for the government and a three-year government business plan. The *Act* also requires that the government annually publish the results of its performance against the performance measures targets established in the three-year government business plan and to explain significant variances from the targeted results.

Performance results for the 2006-09 government business plan will be published in the Measuring Up report released as part of the 2006-07 Government of Alberta Annual Report at the end of June in 2007.

Core Businesses and Goals

The 2006-09 government business plan has 14 goals that are broad statements of what the government is trying to achieve in each of its core businesses and with its capital investment. The government's core businesses encompass its principal areas of responsibility and are linked to one or more of the government goals. They provide a functional breakdown of the work the government does for Albertans and are the primary categories for allocating budgetary resources. The core businesses are summarized in the Expense by Core Business table and Core Businesses Key in the Appendix.

The goals should not be considered in isolation. Progress toward one goal often results in progress being made toward other goals. Furthermore, the government cannot achieve the goals alone. The government works in partnership with other levels of government, communities, businesses, industry, and not-for-profit sectors toward the achievement of Alberta's goals.

Each of the government's goals provides information about the government's priorities for the next three years and what resources will be used in working toward the goal. The information is presented in the following sections: What it means; Three-year strategic focus; Link to ministry business plans; What it costs; and Measures.

What it means

Each goal includes a "What it means" section that describes the goal from the government's perspective and provides context for the goal statement. It also directs readers to related goals in cases where the government's work toward achieving the goal affects progress toward other goals in the three-year government business plan.

Three-year strategic focus

The "Three-year strategic focus" section summarizes the government's strategic priorities for each of the goals.

Strategic priorities are major initiatives that the government will undertake during the next three years, over and above ongoing program and service delivery responsibilities, to address significant opportunities and challenges related to the goals. Although more than one ministry is usually involved in working to address a strategic priority, only the lead ministry (or ministries) is shown. More detailed information is available in the three-year business plans of the ministries that are linked to the strategic priorities.

These strategic priorities include the eight Top Priorities that are the focus of the 2006-09 government business plan. Although the Top Priorities support more than one of the 14 goals, each is listed only under the goal to which it is most strongly related.

Link to ministry business plans

Each goal has a "Link to ministry business plans" section that lists the ministries that contribute financially to achieving the goal. The Expense by Goal by Ministry, 2006-07 Estimate table in the Appendix provides a breakdown of ministries' planned spending for the government goals.

Additional information about the work government is doing to achieve its goals is provided in the three-year business plans of the ministries that are linked to each goal. Ministries indicate how their business plan goals relate to and support the government goals in the "Link to the Government of Alberta Strategic Business Plan" section of their three-year government business plans. Ministry business plans are an integral part of the Government of Alberta Strategic Plan and are published in the Business Plans volume of the Budget.

What it Costs

The "What it costs" section for each goal shows the annual provincial spending directed at achieving the goal. The first 13 goals are linked to the government's 2006-09 Fiscal Plan through the expense by function (core business) breakdown of the government's spending. The Expense by Goal table in the Appendix summarizes the planned spending for the first 13 goals over the next three years.

Goal 14 has a different perspective than the other goals. It is the government's goal for its investment in the province's infrastructure, which provides essential support for achieving all of the government's goals. Goal 14 is linked to the government's 2006-09 Capital Plan that includes the total value of capital being acquired or directly supported by the provincial government. The Capital Plan includes spending from across the government's core businesses in the form of grants to local authorities, as well as investment in provincial government-owned capital and the value of projects being alternatively financed.

Measures

The "Measures" section of each goal includes two groups of measures: societal measures and performance measures.

Societal measures track broad social and economic trends in the province. These measures are influenced by numerous factors that are outside of government and should be viewed as measures of the province's well-being, taking into account all of the influencing factors both within and outside of the province.

The efforts of individual Albertans, business and industry, communities, not-for-profit groups and other levels of government also play an important role in contributing to the province's well-being and influence the results of societal measures. To show the recent trend for these provincial measures of well-being, societal measures are presented in the business plan with five years of results and the desired results that indicate progress toward the goal.

Performance measures track what the government would like to achieve in making progress toward the goal. These measures are presented in the business plan with the last actual results and targets for each of the three years of the plan.

Targets for performance measures are established based on what the government would like to achieve given previous results, budgeted resources and the expected effects of significant factors that influence the results for the measures. Results for performance measures, including a discussion of the effects of significant factors, will be published in the 2006-07 Measuring Up report.

Taken together, the societal and performance measures help the reader to assess the current well-being of the province with respect to the goals and whether the government's overall initiatives are effective in contributing to achievement of the goals in the short-term and over time.

GOAL ONE 1

Alberta will have a diversified and prosperous economy

What it means Sustainable economic growth and prosperity are essential to maintaining and improving Albertans' overall quality of life. Innovation, value-added diversification and global competitiveness are key for sustaining the momentum of Alberta's economy. (Progress toward Goal 1 results in progress being made toward achieving Goals 2, 3 and 8.)

Three-year strategic focus The following strategic priorities address significant opportunities and challenges facing the government. A checkmark (✔) indicates one of the eight Top Priorities of the three-year government business plan. See the three-year business plans of the ministries shown in brackets for further information.

✔ **Building and Educating Tomorrow's Workforce** (Human Resources and Employment; and Advanced Education) – Work with partners and stakeholders on strategies to help ensure that Alberta has an innovative, well-educated, skilled and adaptable population that will support economic and social prosperity and maximize Alberta's competitive edge in the global economy. (This priority also supports Goal 2.)

✔ **Using and Respecting the Land** (Sustainable Resource Development; Energy; Environment; Municipal Affairs; Community Development; Aboriginal Affairs and Northern Development; and Agriculture, Food and Rural Development) – Develop a land use framework for effective management of competing land use interests to preserve Alberta's high quality of life and continued economic prosperity. A critical success factor for this framework will be the enhanced promotion of a stewardship ethic with partners, stakeholders and industry through public education and outreach programs. A vital component of this framework will be an Alberta approach to biodiversity and landscape management to maintain the province's natural advantage. (This priority integrates with Sustainable Resource and Environmental Management (SREM) under Goal 11.)

- **Agriculture Growth Strategy** (Agriculture, Food and Rural Development) – Implement the growth strategy to provide the opportunity for sustainable growth in primary agricultural production to $10 billion and in the value-added industry to $20 billion by 2010.
- **Animal Health and Food Safety Surveillance** (Agriculture, Food and Rural Development) – Implement processes that will help maintain Canada's status as a minimal risk country and promote Alberta's safe food practices as among the best in the world, helping to contribute to the growth of the industry.
- **Business Risk Management** (Agriculture, Food and Rural Development) – Work in partnership with industry and other governments to help business managers make the decisions necessary to mitigate the impacts of the inherent risks in the agriculture and food industry.
- **Research and Innovation Strategic Framework** (Agriculture, Food and Rural Development) – Focus efforts on the agriculture and food industry's ability to support strategically targeted research.
- **Rural Development Strategy** (Agriculture, Food and Rural Development) – Secure a stronger future for rural Alberta and sustainable rural communities by strengthening economic growth, community capacity, quality of life, infrastructure, health care, education and skill development. Expand opportunities in rural communities and ensure a strong voice for rural Albertans. Meet the needs of seniors living in rural communities. Increase the participation of Aboriginal Albertans and rural youth in setting the course for rural communities. Preserve Alberta's environment. (This priority also supports all other goals.)
- **Six-point Recovery Strategy** (Agriculture, Food and Rural Development) – Assist the beef industry in its recovery from the impacts of bovine spongiform encephalopathy (BSE) through six elements:

GOAL ONE 1

Alberta will have a diversified and prosperous economy

addressing slaughter capacity; new product development; set-aside programs; surveillance; the Canadian Agricultural Income Stabilization Program; and research initiatives.

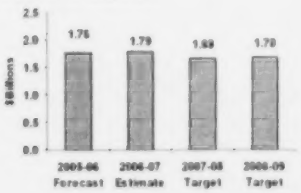
- **Managing Growth and Prosperity** (Economic Development) – Work with industry to create a competitive hydrocarbon industry to expand the market for Alberta's bitumen and produce higher value products in Alberta; and enhance the development and operations of the Regional Economic Development Alliances in support of rural economic sustainability.
- **Alberta Integrated Energy Strategy** (Energy) – Develop and promote Alberta as a global energy leader by building on Alberta's energy advantages to diversify and increase production from conventional and non-conventional sources, strengthen value-added development, expand markets for Alberta's energy products, and improve energy infrastructure.
- **Electricity and Natural Gas Markets** (Energy) – Enable and foster competitive wholesale and retail markets for electricity and a competitive retail market for natural gas to provide Alberta consumers with choice, innovative services, reliability and competitive prices.
- **Socially Responsible and Progressive Gaming and Liquor Industries** (Gaming) – Ensure Alberta's privatized liquor industry and charitable and provincial gaming activities contribute towards Alberta's economic prosperity while achieving a balance between consumer choice and the responsible provision of alcohol and gaming entertainment. Current priorities include administering the new Alberta Server Intervention Program and conducting a review of liquor and gaming policies, legislation, and regulation.
- **Labour Force Development** (Human Resources and Employment) – Partner with industry, employers, labour organizations and other stakeholders to develop, promote, coordinate and support strategies that foster the growth of the Alberta labour force.
- **Accelerate Innovation** (Innovation and Science) – Accelerate innovation in Alberta, with emphasis on increasing commercialization of research and industry growth. Build the capability and capacity of the research system. Build research excellence in the strategic priority areas of energy, information and communications technology and life sciences, making one of the focus areas the development, attraction and retention of highly qualified people. Implement the Alberta Life Sciences Strategy, the Alberta Information and Communications Technologies Strategy, and Alberta Energy Innovation Strategy.

Link to ministry business plans

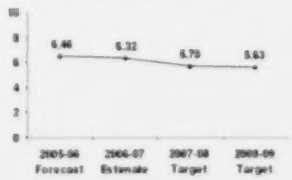
The following ministries will dedicate spending toward achieving Goal 1: Agriculture, Food and Rural Development; Economic Development; Energy; Finance; Gaming; Government Services; Human Resources and Employment; Infrastructure and Transportation; Innovation and Science; and Sustainable Resource Development. (See the Expense by Goal by Ministry, 2006-07 Estimate table in the Appendix for spending details.)

What it costs

Goal One Expense



Per Cent of Total Expense



GOAL ONE 1

Alberta will have a diversified and prosperous economy

Measures

The following measures track progress toward achieving Goal 1:

Societal Measures	2000	2001	2002	2003	2004	Desired Results 2006-09
Gross Domestic Product (GDP)*						
Three-year compounded annual average growth rate of real GDP.	3.7% (1998 to 2000)	3.9% (1999 to 2001)	2.1% (2000 to 2002)	2.8% (2001 to 2003)	3.7% (2002 to 2004)	2.5%
Distribution of Gross Domestic Product (GDP)						
Three-year average of the percentage of real GDP by selected industry sectors:	1998 to 2000	1999 to 2001	2000 to 2002	2001 to 2003	2002 to 2004	2008 to 2010
Agriculture and Forestry	3.1%	2.9%	2.5%	2.2%	2.1%	2.2%
Mining and Energy	18.5%	17.6%	16.5%	15.8%	15.4%	16.0%
Manufacturing	10.4%	10.4%	10.3%	10.0%	10.0%	10.9%
Construction and Utilities	10.0%	10.4%	10.6%	10.4%	10.1%	10.2%
Business and Commercial Services	9.2%	9.5%	9.9%	10.3%	10.4%	10.8%
Other Services	48.7%	49.2%	50.2%r	51.4%	51.9%	50.0%
Personal Disposable Income*						
Current dollars per capita (inter-provincial rank)	$22,559 (2nd highest)	$24,709 (highest)	$25,039 (highest)	$25,718 (highest)	$26,961 (highest)	Highest

Performance Measures	Last Actual Results	Last Actual Year	Target 2006-07	Target 2007-08	Target 2008-09
Investment in Manufacturing and Service Industries					
Value of new capital expenditures on construction, machinery and equipment in Alberta's manufacturing and service industries. (Percentage change)	$13.1 billion (4.6%)	2004	$14.4 billion (7.0%)	$15.4 billion (7.0%)	$16.4 billion (7.0%)
Upstream Oil and Gas Industry Investment in Alberta					
Annual capital expenditure in Alberta on exploration and development of conventional oil and gas resources and the oil sands.	$24.7 billion	2004	$15 billion (2006)	$15 billion (2007)	$15 billion (2008)
Labour Force Participation Rate					
Inter-provincial rank of labour force participation (as a percentage of the working age population).	#1 (73.6%)	2004	#1 (highest among the provinces)		
Government Support for Innovation					
Percentage of Government of Alberta expense used to support innovation.	1.42%	2004-05	Increasing up to 5%, as affordable, by 2015		
Sponsored Research at Alberta Universities					
Total sponsored research revenue attracted by Alberta universities.	$650 million	2004-05	$750 million	$793 million	$836 million
Business Expenditures on Research and Development					
Alberta business expenditures on research and development.	$782 million	2003	$818 million	$854 million	$890 million

* Historical data revised.
r Revised.

GOAL TWO 2

Albertans will be well prepared for lifelong learning and work

What it means

Quality basic and advanced education, lifelong learning and human resource development enables Albertans to be responsible, caring, creative, self-reliant and contributing members of society. The system helps Albertans develop the learning, work and life skills they need to achieve their aspirations and maximize their potential. (Progress toward Goal 2 results in progress being made toward achieving Goals 1, 3, 4, 5, 6 and 7.)

Three-year strategic focus

The following strategic priorities address significant opportunities and challenges facing the government. See the three-year business plans of the ministries shown in brackets for further information.

- **Access for All Learners** (Advanced Education) – Expand regional and community access to advanced learning opportunities through the strategic application of technology, expansion of degree-granting capacity within the system, clarification of roles relative to communities and provision of the tools necessary to allow learners to succeed.
- **Affordability for All Learners** (Advanced Education) – Ensure that Albertans have access to affordable learning opportunities through policies and programs that are responsive to the increasingly diverse needs of learners and leverage high rates of participation among all Albertans, including Aboriginal learners, rural Albertans, immigrants and those who are socio-economically disadvantaged.
- **Quality and Innovation in the Advanced Education System** (Advanced Education) – Enhance standards of performance of the advanced education system through cross-ministry, interprovincial and international collaboration. Current priorities include Aboriginal education, system capacity and high standards of excellence in the delivery of degree-program opportunities.
- **Success for All Students** (Education) – Increase the emphasis on continuous improvement by ensuring effective transitions between school and home and throughout various phases of schooling, including Kindergarten to Grade 1 through to high school completion, post-secondary programs and the world of work, and by implementing the Accountability Pillar of the Renewed Funding Framework.
- **Supporting the Healthy Development of Alberta's Children and Youth** (Education) – Develop collaborative health, social and learning programs and services that ensure children and youth will be well cared for, safe, healthy and successful at learning.
- **First Nations, Métis and Inuit Student Success** (Education) – Provide meaningful educational opportunities for, and improve the educational attainment of, First Nations, Métis and Inuit students in provincial schools through ongoing implementation of the First Nations, Métis and Inuit Education Policy Framework.
- **International and Pan-Canadian Initiatives** (Education) – Enhance educational opportunities beyond the province's borders and strengthen intergovernmental relationships by leading and working collaboratively on the priorities of the Alberta International Education Strategy.

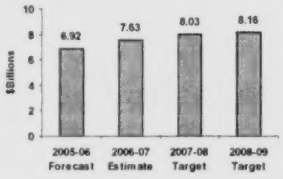
GOAL TWO 2

Albertans will be well prepared for lifelong learning and work

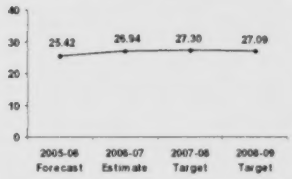
Link to ministry business plans The following ministries will dedicate spending toward achieving Goal 2: Advanced Education; Education; Human Resources and Employment; and Infrastructure and Transportation. (See the Expense by Goal by Ministry, 2006-07 Estimate table in the Appendix for spending details.)

What it costs

Goal Two Expense



Per Cent of Total Expense



Measures The following measures track progress toward achieving Goal 2:

Societal Measure	2001	2002	2003	2004	2005	Desired Results 2006-09
Employment Rates of Albertans Age 25-34 by Highest Level of Education						
High school completion.	83%	82%	84%	81%	82%	Higher than the Canadian average
Post-secondary diploma or certificate.	86%	87%	87%	87%	87%	
Post-secondary degree.	87%	86%	88%	85%	85%	

Performance Measures	Last Actual Results	Last Actual Year	Target 2006-07	Target 2007-08	Target 2008-09
Literacy and Numeracy					
Percentages of all students in Grade 9 who achieve the acceptable standard on Provincial Achievement Tests:					
Language Arts	78%	2004-05	80%	80%	80%
Mathematics	68%	2004-05	70%	70%	70%
Educational Attainment of Albertans					
High school completion (Age 25-34).	91%	2005	90% or higher	90% or higher	90% or higher
Post-secondary completion (Age 25-64).	58%	2005	58%	60%	62%
Adult Participation in Learning					
Participation in post-secondary education (Age 18-34).	19%	2005	21%	23%	25%
Lifelong Learning					
Public satisfaction that adult Albertans can access the education or training they want.	69%	2004-05	72%	74%	76%
Employment Rate of Recent Alberta Advanced Education Graduates (biennial survey)					
Post-secondary diploma or certificate	95%	2003-04	n/a	97%	n/a
University degree	96%	2003-04	n/a	97%	n/a
Journeyperson	97%	2004-05	97%	n/a	97%
Skill Development (biennial survey)					
Employer satisfaction with recent graduates' skills and quality of work. Advanced education system graduates	90%	2003-04	n/a	91%	n/a

n/a Not applicable (biennial survey).

Note: A performance measure "employer satisfaction with the skills and quality of work of recent high school graduates" will be added to Skill Development once sufficient baseline data has been collected. Last actual for 2005-06 is 77%.

GOAL THREE 3

Alberta's international competitiveness will be enhanced

What it means

Global competitiveness is key for sustaining the momentum of the Alberta economy. Maintaining the province's competitive advantage encourages growth of the province's international exports and tourism. Improvement in the skills and productivity of the workforce is necessary for maintaining and enhancing Alberta's competitive advantage. (Progress toward Goal 3 results in progress being made toward achieving Goals 1, 2 and 7.)

Three-year strategic focus

The following strategic priorities address significant opportunities and challenges facing the government. See the three-year business plans of the ministries shown in brackets for further information.

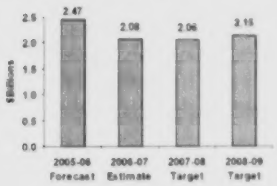
- **International Strategy** (Economic Development) – Implement a permanent Provincial Nominee Program to attract more skilled immigrants through Alberta's international initiatives.
- **Tourism Development and Marketing** (Economic Development) – Support the expansion of Alberta's tourism industry by marketing Alberta as a world-renowned tourist destination to existing and emerging target markets/audiences (e.g., China). Develop and enhance new tourism opportunities in rural Alberta, including Aboriginal initiatives.
- **Supporting Economic Development and Innovation** (Infrastructure and Transportation) – Support Alberta's growth by providing effective infrastructure required to sustain growing communities and efficient transportation to get goods to market. Complete projects such as twinning of the North-South Trade Corridor and development of urban corridors, such as the Edmonton and Calgary Ring Roads and other strategic corridors, to attain increased competitiveness in domestic and international markets. Plan and develop effective infrastructure such as new learning, health care and other facilities, as well as water/wastewater and road network improvements for high-growth areas such as the Regional Municipality of Wood Buffalo. Continue to provide support to municipalities and work with stakeholders to ensure that required infrastructure meets local needs and supports economic development throughout the province.

Link to ministry business plans

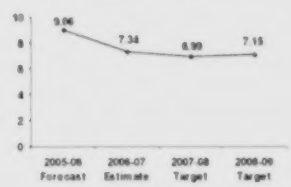
The following ministries will dedicate spending toward achieving Goal 3: Economic Development; Human Resources and Employment; Infrastructure and Transportation; and Sustainable Resource Development. (See the Expense by Goal by Ministry, 2006-07 Estimate table in the Appendix for spending details.)

What it costs

Goal Three Expense



Per Cent of Total Expense



GOAL THREE 3

Alberta's international competitiveness will be enhanced

Measures

The following measures track progress toward achieving Goal 3:

Societal Measures	2000	2001	2002	2003	2004	Desired Results 2006-09
Total Goods Exports*						
International commodity exports measured in current dollars, including primary agriculture, primary forestry, fishing and trapping, mining and energy, and manufactured goods. (Percentage change).	$55.5 billion (59.8%)	$57.1 billion (2.8%)	$48.9 billion (-14.4%)	$57.0 billion (16.5%)	$66.5 billion (16.8%)	$73.1 billion by 2008
Labour Productivity*						
Real GDP in dollars per hour worked (inter-provincial rank).	$61.70 (highest)	$59.20 (highest)	$58.40 (highest)	$59.10 (highest)	$60.60 (highest)	Highest

Performance Measures	Last Actual Results	Last Actual Year	Target 2006-07	Target 2007-08	Target 2008-09
Value-Added Exports					
International value-added exports measured in current dollars, including manufactured goods and services. (Percentage change).	$25.0 billion (17.8%)	2004	$27.7 billion (3.0%)	$29.3 billion (6.0%)	$31.1 billion (6.0%)
Tourism Industry Revenue					
Annual value of all tourism revenues in Alberta measured in current dollars, including expenditures made by residents and non-residents.	$4.6e billion	2004	$5.2 billion	$5.5 billion	$5.7 billion

* Historical data revised.
e Estimate.

GOAL FOUR 4

Alberta's children and youth will be supported in reaching their potential

What it means

Families are the foundation for nurturing the development of children and youth. Although parents have primary responsibility in raising their children, communities, organizations, schools, businesses and governments all have supporting roles to play in helping to meet the needs of Alberta's children and youth. (Progress toward Goal 4 results in progress being made toward achieving Goals 2, 6 and 7.)

Three-year strategic focus

The following strategic priorities address significant opportunities and challenges facing the government. See the three-year business plans of the ministries shown in brackets for further information.

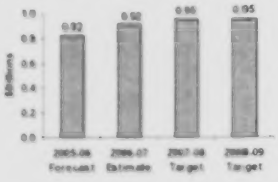
- **Improve the outcomes for children in care or in need of specialized services** (Children's Services) – Fully operationalize the *Family Supports for Children with Disabilities Act* and the *Child, Youth and Family Enhancements Act* by 2006 and undertake a review and recommend adjustments where required. Identify and pursue options to ensure necessary supports are available for successful transition of youth to their independence.
- **Implement new and/or enhanced early (learning) child development and child care programs and services** (Children's Services) – Implement Alberta's Early Childhood Development and Child Care Investment Plan. Continue implementation of the Parent Link Centre framework, building on existing resources and evaluation of the framework. Continue implementing an accreditation system for Alberta child care centres and family day home agencies to assure child development environments are appropriate.
- **Provincial Response to Family Violence and Bullying** (Children's Services) – Implement the Strategy for Prevention of Family Violence and Bullying Action Plan to support individuals, families, communities and governments to work together toward an Alberta free of family violence and bullying.
- **Implementation of new legislation** (Children's Services) – Pursue high priority needs of families and youth that are not adequately addressed by existing legislation, including drug-endangered children legislation and reviews of the *Protection of Family Violence Act* and *Social Care Facilities Licensing Act*.
- **Improve the range and impact of preventative strategies** (Children's Services) – Work with partners and stakeholders to improve the range and impact of community-based strategies to effectively respond to the needs of families and children before a crisis develops.

Link to ministry business plans

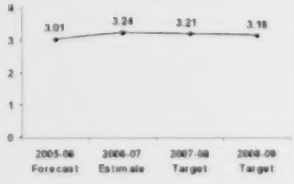
The following ministry will dedicate spending toward achieving Goal 4: Children's Services. (See the Expense by Goal by Ministry, 2006-07 Estimate table in the Appendix for spending details.)

What it costs

Goal Four Expense



Per Cent of Total Expense



GOAL FOUR 4

Alberta's children and youth will be supported in reaching their potential

Measures

The following measures track progress toward achieving Goal 4:

Societal Measure	2000	2001	2002	2003	2004	Desired Results 2006-09
Well-being of Children						
Percentage of children living in families with incomes at or above the Market Basket Measure (MBM) low-income thresholds (inter-provincial rank).	85% (2nd)		Data not available			Among the top three provinces

Performance Measures	Last Actual Results	Last Actual Year	Target 2006-07	Target 2007-08	Target 2008-09
Social and Emotional Development					
Percentage of Alberta children demonstrating:					
Healthy social development	85.9%	2002-03	Maintain or improve Alberta's result relative to the national average		
Healthy emotional development	83.8%				
Parenting Skills					
Percentage of Alberta children, aged 0-5, whose parents are interacting positively with them.	94.3%	2002-03	Maintain or improve Alberta's result relative to the national average		

GOAL FIVE 5

Albertans will be healthy

What it means

Albertans are encouraged to realize their full health potential through informed lifestyle choices. The province contributes to the health of Albertans by advocating and educating for healthy living, providing quality health and wellness services, and by leading and participating in continuous improvement of the health care system. (Progress toward Goal 5 results in progress being made toward achieving Goals 2, 4, 6, 7 and 13.)

Three-year strategic focus

The following strategic priorities address significant opportunities and challenges facing the government. A checkmark (✔) indicates one of the eight Top Priorities of the three-year government business plan. See the three-year business plans of the ministries shown in brackets for further information.

✔ **Improving Alberta's Health System – The Third Way** (Health and Wellness) – Focus on The Third Way priorities to: address the health, well-being and mental health of children; control spiraling drug costs and increase coverage; improve quality of continuing care; and develop recommendations for insurance program for non-emergency health services. Other cross-ministry work focusing on The Third Way priorities include: increasing cross-disciplinary opportunities in health research; and increasing the availability of addictions services.

- **Wellness and injury prevention** (Health and Wellness) – Encourage Albertans to take greater personal responsibility for their own health and wellness. By choosing healthier lifestyles, Albertans will be able to prevent or delay the onset of chronic conditions.
- **Electronic Health Record - Alberta NetCare** (Health and Wellness) – Continue implementation of an electronic health record for all Albertans by: making diagnostic images and test results available electronically; launching Alberta NetCare; and connecting all regions and the majority of physicians and pharmacists to Alberta NetCare using Alberta SuperNet.
- **Continuing care quality** (Health and Wellness) – Improve the quality of continuing care services by: helping clients navigate through the health system; improving access to long-term care and home care services; addressing human resource issues; implementing new standards for long-term care centres and continuing care services; and enforcing compliance with the standards.
- **Primary health care** (Health and Wellness) – Implement a comprehensive, coordinated approach to primary health care with appropriate access 24 hours a day, seven days a week. Emphasizing multi-disciplinary team delivery will ensure Albertans get the right provider and the right services at the right time.
- **Control spiraling drug costs and increase coverage** (Health and Wellness) – Launch a study to examine different models for a new Alberta pharmacare program, including exploring an insurance approach that would extend coverage to more Albertans. Collaborate with other provinces and the federal government to launch a national framework for expensive drugs for rare diseases. Work with neighbouring provinces to look at establishing a Western Canadian consortium to reduce costs through bulk buying.
- **Access** (Health and Wellness) – Improved access includes waiting time and geographic access standards and options in health services that meet the needs of all Albertans.
- **Strengthen public health risk management capabilities** (Health and Wellness) – Strengthen and restructure system capacity to respond to public health issues and risks.

GOAL FIVE 5

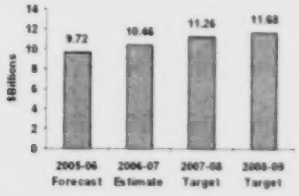
Albertans will be healthy

Link to ministry business plans

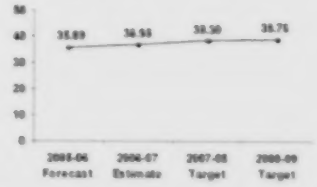
The following ministries will dedicate spending toward achieving Goal 5: Finance; Health and Wellness; Infrastructure and Transportation; and Seniors and Community Supports. (See the Expense by Goal by Ministry, 2006-07 Estimate table in the Appendix for spending details.)

What it costs

Goal Five Expense



Per Cent of Total Expense



Measures

The following measures track progress toward achieving Goal 5:

Performance Measures	Last Actual Results	Last Actual Year	Target 2006-07	Target 2007-08	Target 2008-09
Life Expectancy at Birth					
Years of life for females	82.3	2003	83.0 years	83.0 years	83.0 years
Years of life for males	77.5	2003	78.0 years	78.0 years	78.0 years
Self-Reported Health Status					
Rating as "excellent," "very good" or "good" (18-64 years).	89%	2005	90%	90%	90%
Participation in Healthy Behaviour (biennial survey)					
Exercise regularly - "active" or "moderately active"	56%	2003	60%	65%	70%
Healthy Body Mass Index	47%	2003	50%	51%	52%
Healthy eating – eat 5-10 servings of fruit and vegetables each day	39%	2003	40%	42%	45%
Ease of Access to Services					
Rating as "easy" or "very easy"					
Physician Services	86%	2005	86%	86%	87%
Hospital Services	72%	2005	73%	74%	75%
Public Rating of Health System Overall					
Rating as "excellent" or "good."	67%	2005	68%	69%	70%

GOAL SIX 6

Albertans will be self-reliant and independent and those unable to provide for their basic needs will receive help

What it means

Communities, organizations and governments all have roles in ensuring that Albertans unable to provide for their basic needs will receive help. Access to social services and the justice system builds a stronger and more inclusive society for persons with disabilities, lower-income Albertans and other Albertans with special needs. Human resource development is promoted for Albertans to become self-reliant and independent. (Progress toward Goal 6 results in progress being made toward achieving Goals 2, 4, 5, 7, 10 and 13.)

Three-year strategic focus

The following strategic priorities address significant opportunities and challenges facing the government. See the three-year business plans of the ministries shown in brackets for further information.

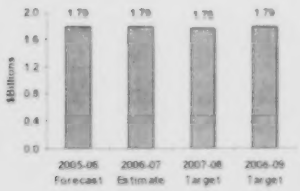
- **Adult Protection** (Seniors and Community Supports) – Undertake a comprehensive review of protection mechanisms for persons with disabilities in Alberta, including legislative work with the *Dependent Adults Act*, the *Personal Directives Act*, the *Social Care Facilities Licensing Act*, the *Protection for Persons in Care Act*, and the Persons with Developmental Disabilities Provincial Board's Abuse Prevention and Response Protocol. Establish standards and compliance mechanisms for accommodation services in supportive living and long-term care settings. (This priority also supports Goal 13.)
- **Seamless Services** (Seniors and Community Supports) – Streamline access and promote effective linkages among programs to contribute to simple and seamless service provision for individuals who need help in meeting their basic needs and developing or maintaining self-reliance and independence. This strategic priority is focused on those individuals who are frequently eligible for benefits and services from more than one ministry or from several programs within a ministry. (This priority also supports Goal 13.)
- **Legal Aid Service Delivery** (Justice) – Address increased demand for legal aid services through various strategies, including the implementation of a staff counsel pilot project in adult criminal court.
- **Victims of Crime** (Solicitor General and Public Security) – Further to the approved recommendations of the MLA Report on the Alberta Victims of Crime Consultation, develop and enhance programs and services for victims.

Link to ministry business plans

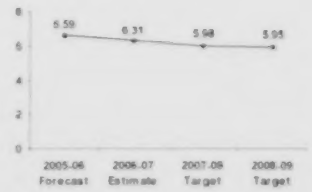
The following ministries will dedicate spending toward achieving Goal 6: Human Resources and Employment; Justice; Seniors and Community Supports; and Solicitor General and Public Security. (See the Expense by Goal by Ministry, 2006-07 Estimate table in the Appendix for spending details.)

What it costs

Goal Six Expense



Per Cent of Total Expense



GOAL SIX 6

Albertans will be self-reliant and independent and those unable to provide for their basic needs will receive help

Measures

The following measures track progress toward achieving Goal 6:

Societal Measure	2000	2001	2002	2003	2004	Desired Results 2006-09
Economic Status of Albertans						
Percentage of Albertans living at or above the Market Basket Measure (MBM) low-income thresholds (inter-provincial rank).	88% (2nd highest)		Data not available			Among the top three provinces
Support for low-income Albertans						
Percentage of Alberta's Income Support clients receiving health benefits coverage in addition to core benefits.			Data not available		89% (2004-05)	Within ± 5 percentage points of 2004-05 result

Performance Measure	Last Actual Results	Last Actual Year	Target 2006-07	Target 2007-08	Target 2008-09
Support for Albertans with severe disabilities					
Number of working days between completed application and decision for AISH applicants.	30 days	2004-05	25 days	24 days	23 days
Support for Albertans with developmental disabilities					
Satisfaction, by families/guardians of persons with developmental disabilities, with Persons with Developmental Disabilities (PDD)-funded services.	85.8%	2004-05	89%	n/a	89%
Support for low-income families with children					
Percentage of Alberta Child Health Benefit (ACHB) parents who agree they are able to obtain health services they would not otherwise have been able to get for their children.	88%	2004-05	85%	n/a	85%
Support for low-income Albertans who need temporary help					
Percentage of participants employed after leaving Income Support.	71%	2004-05	70%	70%	70%

n/a not applicable (biennial survey)

GOAL SEVEN 7

The well-being and self-reliance of Aboriginal communities and people will be improved

What it means

Through Strengthening Relationships: The Government of Alberta's Aboriginal Policy Framework, the province is committed to increasing the participation of Aboriginal people in the social and economic life in Alberta. Greater inclusion of Aboriginal communities and people will result in improved quality of life and contribute to the province's long-term vision of Alberta as a place where Aboriginal Albertans have achieved a socio-economic status equivalent to that of other Albertans. (Progress toward Goal 7 results in progress being made toward achieving Goals 1, 2, 3, 4 and 6.)

Three-year strategic focus

The following strategic priorities address significant opportunities and challenges facing the government. A checkmark (✔) indicates one of the eight Top Priorities of the three-year government business plan. See the three-year business plans of the ministries shown in brackets for further information.

✔ **Building Aboriginal Self-Sufficiency** (Aboriginal Affairs and Northern Development; and Justice) – Implement a framework for, and provide guidance to, provincial participation in self-government negotiations with the federal government and First Nations. Establish regulatory mechanisms to enable economic activity on-reserve.

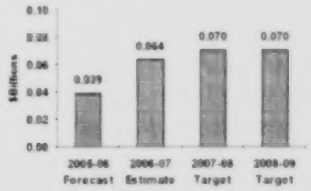
- **Consultation** (Aboriginal Affairs and Northern Development) – Develop and implement a provincial consultation process to ensure that Aboriginal and treaty rights and traditional use are respected in the management of Crown lands and resources.
- **First Nations Economic Participation** (Aboriginal Affairs and Northern Development) – Through collaboration with First Nations, industry and government, implement strategies and develop partnerships to increase the participation of First Nations in the Alberta economy.
- **Community Capacity Building** (Gaming) – Strengthen communities by providing grants to First Nations from the First Nations Development Fund grant program to support economic, social and community development projects, education, health and infrastructure in First Nations communities.

Link to ministry business plans

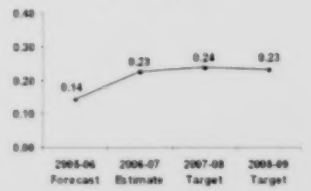
The following ministries will dedicate spending toward achieving Goal 7: Aboriginal Affairs and Northern Development; and Gaming. (See the Expense by Goal by Ministry, 2006-07 Estimate table in the Appendix for spending details.)

What it costs

Goal Seven Expense



Per Cent of Total Expense



Measures

The following measures track progress toward achieving Goal 7:

Performance Measures	Last Actual Results	Year	Target 2006-07	Target 2007-08	Target 2008-09
Aboriginal Affairs					
Public approval rating on Aboriginal issues compared to the average of the four nearest provinces.	9% higher than the average of the four nearest provinces	2004	Higher than the average of the four nearest provinces (British Columbia, Saskatchewan, Manitoba, Ontario)		
Educational Attainment of Aboriginal Albertans					
High school completion (Age 25-34)	76%	2005	76%	76%	77%

Note: A performance measure, "Educational Attainment of Aboriginal Albertans – Post-secondary Completion Aged 25-64" will be added once sufficient baseline data has been collected. Last Actual for 2005 was 44%.

GOAL EIGHT 8

Alberta will have a financially stable, open and accountable government

What it means

Financial stability and a strong public service are essential for the government to be able to provide the programs and services that are important to Albertans now and in the future. The province's credit rating is a broad measure of the province's fiscal, economic and political environment. The government's commitment to be open and accountable is legislated in the *Government Accountability Act*. (Progress toward Goal 8 results in progress being made toward achieving Goals 1, 3, 9 and 10.)

Three-year strategic focus

The following strategic priorities address significant opportunities and challenges facing the government. A checkmark (✔) indicates one of the eight Top Priorities of the three-year government business plan. See the three-year business plans of the ministries shown in brackets for further information.

✔ **Reviewing Tax Policy** (Finance) – Build on results of the current tax review to ensure tax competitiveness, economic efficiency, fairness and revenue stability.

- **Royalty Systems** (Energy) – Continue to review resource royalty regimes to ensure that they remain competitive and attractive to investment, that Albertans continue to receive a fair share of the value of their energy resources, and that royalty regimes are appropriate for future resource development, enhanced recovery and technological innovation.
- **Fiscal Framework** (Finance) – Manage the government's finances to limit financial risk and provide greater predictability and sustainability. Work toward implementing the revised Public Sector Accounting Board recommendations for including all controlled organizations in the consolidated reporting entity.
- **Investments** (Finance) – Seek to enhance investment returns for all government and pension funds and ensure risks present in the funds are those believed to lead to superior returns.
- **Pensions** (Finance) – Lead the consultation with public sector boards and stakeholders to review the current governance arrangements for public pension plans.
- **Service Excellence** (Government Services) – Continue commitment to service excellence and improved service delivery. Through Service Alberta, contribute to the efficient and convenient delivery of government services to Albertans by internet, telephone and in person.
- **Promote Effective Information Management** (Government Services) – Implement the Government of Alberta Information Management Framework for effectively managing information and records, and mitigating risks regarding the release of confidential information, focusing initially on electronic records.
- **Corporate Human Resource Development Strategy** (Human Resources and Employment – Personnel Administration Office) – Focus on: enhancing leadership capacity at all levels of Alberta's public service; attracting and retaining talent; fostering positive, safe and healthy work environments; and helping employees achieve high performance.
- **Cross-Government Collaboration and Shared Solutions** (Restructuring and Government Efficiency) – Continue to focus on a collaborative approach and partnerships among ministries to enhance service delivery to Albertans by developing integrated and shared solutions in order to streamline and gain efficiencies in the business of the government.

GOAL EIGHT 8

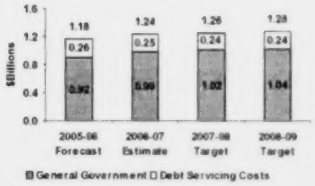
Alberta will have a financially stable, open and accountable government

Link to ministry business plans

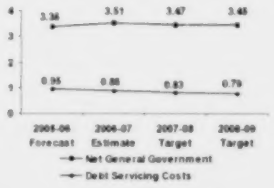
The following ministries will dedicate spending toward achieving Goal 8: Agriculture, Food and Rural Development; Education; Energy; Executive Council; Finance; Government Services; Human Resources and Employment (Personnel Administration Office); Infrastructure and Transportation; Municipal Affairs; Restructuring and Government Efficiency; and Seniors and Community Supports. This goal also includes spending of the Legislative Assembly and its Offices. (See the Expense by Goal by Ministry, 2006-07 Estimate table in the Appendix for spending details.)

What it costs

Goal Eight Expense



Per Cent of Total Expense



Measures

The following measures track progress toward achieving Goal 8:

Performance Measures	Last Actual Results	Last Actual Year	Target 2006-07	Target 2007-08	Target 2008-09
Alberta's Credit Rating Blended credit rating for domestic debt.	AAA	2004-05	AAA	AAA	AAA
Tax Load* Total provincial and municipal tax load as a percentage of the Canadian average (inter-provincial rank).	77.7%** (lowest)	2004-05	Lowest among the provinces		
Government Financial Accountability Percentage of Albertans who feel that the Government of Alberta provides adequate financial information to the public (based on those surveyed who expressed an opinion) ***	55%	2004-05	70%	70%	70%
Albertans' Satisfaction with Access to Services and Information Percentage of Albertans surveyed who are satisfied with access to Government of Alberta services and information.	79%	2004-05	80%	83%	85%

* Data may change as a result of the new framework for the Equalization Program announced by the federal government in October of 2004.

** Data revised. Federal Department of Finance, 4th estimate for 2004-05, October 2005; Alberta Finance.

*** Reflects revised wording for the survey question that was developed and implemented in 2005-06. Last actual results are based on previous wording.

GOAL EIGHT

Alberta will have a financially stable, open and accountable government

Link to ministry business plans

The following ministries will dedicate spending toward achieving Goal 8: Agriculture, Food and Rural Development; Education; Energy; Executive Council; Finance; Government Services; Human Resources and Employment (Personnel Administration Office); Infrastructure and Transportation; Municipal Affairs; Restructuring and Government Efficiency; and Seniors and Community Supports. This goal also includes spending of the Legislative Assembly and its Offices. (See the Expense by Goal by Ministry, 2006-07 Estimate table in the Appendix for spending details.)

What it costs

Goal Eight Expense

Per Cent of Total Expense

Measures

The following measures track progress toward achieving Goal 8:

Performance Measures	Last Actual Results	Last Actual Year	Target 2006-07	Target 2007-08	Target 2008-09
Alberta's Credit Rating					
Blended credit rating for domestic debt	AAA	2004-05	AAA	AAA	AAA
Tax Load*					
Total provincial and municipal tax load as a percentage of the Canadian average (inter-provincial rank)	77.7%** (lowest)	2004-05	Lowest among the provinces		
Government Financial Accountability					
Percentage of Albertans who feel that the Government of Alberta provides adequate financial information to the public (based on those surveyed who expressed an opinion)***	55%	2004-05	70%	70%	70%
Albertans' Satisfaction with Access to Services and Information					
Percentage of Albertans surveyed who are satisfied with access to Government of Alberta services and information	79%	2004-05	80%	83%	85%

* Data may change as a result of the new framework for the Equalization Program announced by the federal government in October of 2004.

** Data revised. Federal Department of Finance, 4th estimate for 2004-05, October 2005, Alberta Finance.

*** Reflects revised wording for the survey question that was developed and implemented in 2005-06. Last actual results are based on previous wording.

GOAL NINE 9

Alberta will have strong and effective partnerships with municipal, provincial, territorial, federal and foreign governments

What it means

The government works to promote the province's interests as an equal partner in a strengthened, united Canada, through strengthened international relations and greater trade and investment liberalization, internationally and domestically. (Progress toward Goal 9 results in progress being made toward achieving Goals 1, 3 and 8.)

Three-year strategic focus

The following strategic priorities address significant opportunities and challenges facing the government. See the three-year business plans of the ministries shown in brackets for further information.

- **Canadian Intergovernmental Relations** (International and Intergovernmental Relations) – Develop coordinated and consistent strategies that advance Alberta's interests in intergovernmental issues and processes (e.g., health care, energy, resource policy, post-secondary education and skills development, transportation, infrastructure, and fiscal arrangements, including the fiscal imbalance). Ensure that Alberta's priorities are addressed at intergovernmental meetings of First Ministers, the Premiers' Council of the Federation, Ministers and officials.
- **International Relations** (International and Intergovernmental Relations) – Expand Alberta's influence in the United States and globally by strengthening international relationships with key decision makers through Alberta's Washington, D.C. office, and through Premier's missions, incoming delegations and major events.
- **Trade Policy** – (International and Intergovernmental Relations) – Enhance trade liberalization by removing or reducing barriers to trade, investment and labour mobility through direct negotiation with the federal government and other provinces and territories, as well as through participation in international negotiations (e.g., World Trade Organization negotiations, bilateral negotiations) and in trade dispute resolution mechanisms.
- **Provincial/Municipal Relationship** (Municipal Affairs) – Work with municipal partners to reassess and better define the roles and responsibilities of municipal governments and their relationship with the provincial government. Subsequently, the most appropriate funding vehicles that affect these roles and responsibilities will be determined.
- **Intermunicipal Partnerships** (Municipal Affairs) – Encourage and facilitate partnerships involving joint planning, innovation and common opportunities including shared resourcing in the delivery of services and programs.

GOAL NINE 9

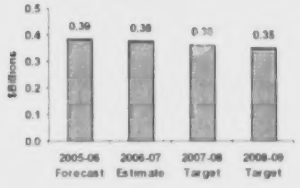
Alberta will have strong and effective partnerships with municipal, provincial, territorial, federal and foreign governments

Link to ministry business plans

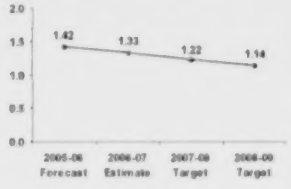
The following ministries will dedicate spending toward achieving Goal 9: Finance; Infrastructure and Transportation; International and Intergovernmental Relations; and Municipal Affairs. (See the Expense by Goal by Ministry, 2006-07 Estimate table in the Appendix for spending details.)

What it costs

Goal Nine Expense



Per Cent of Total Expense



Measures

The following measures track progress toward achieving Goal 9:

Societal Measure	2000-01	2001-02	2002-03	2003-04	2004-05	Desired Results 2006-09
Federal-Provincial Relations						
Public approval rating of the Alberta government in federal-provincial relations as a percentage of the average rating of the four nearest provinces.	Data not available		107%	100%	88%	100%

Performance Measure	Last Actual Results	Last Actual Year	Target 2006-07	Target 2007-08	Target 2008-09
Albertans' Satisfaction with their Local Governments					
Percentage satisfied.	79%	2004-05	80%	80%	80%

GOAL TEN 10 Alberta will be a fair and safe place to work, live and raise families

What it means

Albertans want communities in which they can live and raise families in safety and security without fear of personal or property crime, victimization or discrimination. Effective protection of people and property from wildfire, floods and harmful environmental events is an important part of this goal. Albertans also want workplaces that are healthy, fair, safe and stable for employees and employers. (Progress toward Goal 10 results in progress being made toward achieving Goals 1, 3, 4, 5, 6, and 13.)

Three-year strategic focus

The following strategic priorities address significant opportunities and challenges facing the government. A checkmark (✔) indicates one of the eight Top Priorities of the three-year government business plan. See the three-year business plans of the ministries shown in brackets for further information.

✔ **Saving Lives and Reducing Injury on Alberta Highways** (Infrastructure and Transportation; Solicitor General and Public Security; and Justice) – Implement the new Alberta Traffic Safety Plan, which provides a coordinated approach for the development of new strategies, including legislation and increased enforcement to reduce the number of injuries and deaths on Alberta's roads. Through coordinated leadership, address issues related to traffic safety, driver education and licensing, enforcement, technology and sustainable funding.

✔ **Protecting People's Private Information** (Government Services; and Restructuring and Government Efficiency) – Develop a government-wide strategy to ensure personal information entrusted to government is managed to ensure its privacy and security.

- **Inclusive Communities** (Community Development) – Foster equality, support the reduction of discrimination and barriers to full participation in society, and support the development of inclusive communities and workplaces. This will be furthered by addressing increasing volumes in human rights caseloads, emerging workplace issues related to accommodating disabilities, and developing strategies to support the inclusion and integration of immigrants and ethnic and racial groups into Alberta communities and workplaces. Comprehensive and effective legislation, education and enforcement are also critical to supporting the protection, inclusion and participation of all Albertans.
- **Securities Regulation** (Finance) – Ensure an effective and efficient securities regulatory system is available in Alberta that meets the needs of Alberta's business and investors. Lead and actively promote the development and implementation of an effective and efficient system of securities regulation in Canada.
- **Ensure a Fair, Competitive and Orderly Marketplace** (Government Services) – Address emerging marketplace issues, such as mortgage fraud, identity theft and utility issues. Increase Albertans' awareness of issues, respond to their concerns, influence policy direction, offer advice and intervene in regulatory proceedings.
- **Employment Standards** (Human Resources and Employment) – Review Employment Standards to ensure that applicable legislation and programs support the continued productivity of Alberta's workforce while maintaining an effective balance in employer and employee relationships.
- **Family Violence and Protection of Children** (Justice) – Establish the Alberta Relationship Threat Assessment and Management Initiative to further Alberta's progression toward prevention and effective intervention in family violence. The initiative will provide expert resources to assess threats and their level of lethality, formulate mitigation strategies, develop safety plans and conduct death reviews.

GOAL TEN

Alberta will be a fair and safe place to work, live and raise families

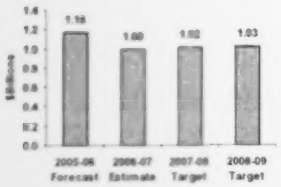
- **Dispute Resolution** (Justice) – Provide high quality alternate dispute resolution processes by improving access to alternatives to the traditional justice system.
- **Family Justice Strategy** (Justice) – Provide an alternative to a Unified Family Court with a focus on developing integrated and appropriate responses to family law problems. The long-term goal is to have a family law system that offers a common set of procedures and appropriate services to all family law applicants.
- **Policing** (Solicitor General and Public Security) – Ensure that the police have the necessary resources to meet both existing and emergent crime and public safety challenges in an increasingly dangerous environment and that the police operate under effective civilian oversight.
- **Leading Practices** (Solicitor General and Public Security) – Increase focus on ensuring that correctional, policing and security services reflect international best or leading practices to further public safety.
- **Correctional Services** (Solicitor General and Public Security) – Bring greater efficiency and transparency to the entire spectrum of correctional services by engaging federal corrections officials in discussions surrounding the potential integration of currently shared program delivery responsibility.
- **Emergency Management** (Municipal Affairs) – Enhance existing provincial government emergency management and develop provincial and local capabilities to deal with major emergencies and disasters. Continue to work on identification of hazards to critical infrastructure, high-priority issues such as pandemic influenza and environmental incidents, and business continuity planning.
- **Safety System Enhancement** (Municipal Affairs) – Conduct a review of safety legislation to ensure it is correct and responsive to changing needs. Introduce harmonized, objective-based codes in the building, fire and plumbing disciplines through national and international codes and standards. Work with stakeholders on developing a unifying framework for the fire service in Alberta to provide a strong foundation for innovation.

Link to ministry business plans

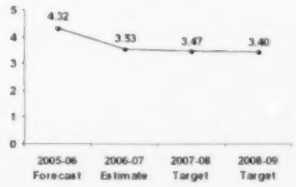
The following ministries will dedicate spending toward achieving Goal 10: Community Development; Finance; Government Services; Human Resources and Employment; Infrastructure and Transportation; Justice; Municipal Affairs; Solicitor General and Public Security; and Sustainable Resource Development. (See the Expense by Goal by Ministry, 2006-07 Estimate table in the Appendix for spending details.)

What it costs

Goal Ten Expense



Per Cent of Total Expense



GOAL TEN 10

Alberta will be a fair and safe place to work, live and raise families

Measures

The following measures track progress toward achieving Goal 10:

Societal Measure	2001-02	2002-03	2003-04	2004-05	2005-06	Desired Results 2006-09
Public Perception of Safety in the Neighbourhood						
Percentage of Albertans who feel "reasonably safe" to "very safe" walking alone in their area after dark.	Data not available	77%	76%	77%	Available January 2006	82%

Performance Measures	Last Actual Results	Last Actual Year	Target 2006-07	Target 2007-08	Target 2008-09
Violent Crime Rate					
Alberta's violent crime rate per 100,000 population.	1,087 (lowest)	2004-05	Lowest of four western provinces		
Property Crime Rate					
Alberta's property crime rate per 100,000 population.	5,064 (lowest)	2004-05	Lowest of four western provinces		
Work Stoppages					
Percentage of collective bargaining agreements settled without a work stoppage (strike or lockout).	99.4%	2004-05	98%	98%	98%
Workplace Lost-Time Claim Rate					
Number of lost-time claims per 100 person-years worked.	2.6	2004	2.0	2.0	2.0
Effectiveness of Human Rights Protection					
Adult Albertans' perception of how well human rights are protected in Alberta.	87.6%	2004-05	88%	88%	88%

GOAL ELEVEN

11 The high quality of Alberta's environment will be sustained

What it means

Albertans enjoy many benefits from the environment. Clean air, water and land are basic to our health, economy, communities and quality of life. Albertans expect our environment to be managed and protected as a legacy for future generations. (Progress toward Goal 11 results in progress being made toward achieving Goals 1, 5, 7, 10 and 12.)

Three-year strategic focus

The following strategic priorities address significant opportunities and challenges facing the government. See the three-year business plans of the ministries shown in brackets for further information.

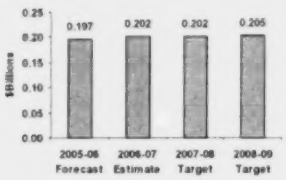
- **Sustainable Resource and Environmental Management (SREM)** (Sustainable Resource Development; Environment; and Energy) – Advance government-wide action on outcome-based management systems, integrated resource and environmental management policies, shared information systems and streamlined regulatory processes. SREM will also focus on policies, guidelines, and practices that work towards minimizing the industrial, commercial and recreational footprint on public lands and coordinate environmental and resource information systems for data and information required across government, by industry and stakeholders, and by Albertans. It will enhance Albertans' awareness, understanding and wise use of our natural resources and environment. (This priority integrates with Using and Respecting the Land under Goal 1.)
- **Water: Albertans have a Safe and Sustainable Supply of Water** (Environment) – With our partners, effectively manage the quality and quantity of our water resources and ensure thriving aquatic ecosystems. Implement the provincial water strategy, Water for Life: Alberta's Strategy For Sustainability.
- **Climate Change: Alberta takes Effective Action on Climate Change** (Environment) – Work with other governments, industries and communities towards innovative and practical long-term solutions. Focus on implementation of the provincial climate change plan, Albertans & Climate Change: Taking Action, including actions to reduce greenhouse gas emissions and strategic investments that help Alberta respond to climate change while developing a competitive economy.

Link to ministry business plans

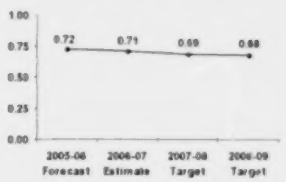
The following ministries will dedicate spending toward achieving Goal 11: Energy; Environment; Infrastructure and Transportation; and Sustainable Resource Development. (See the Expense by Goal by Ministry, 2006-07 Estimate table in the Appendix for spending details.)

What it costs

Goal Eleven Expense



Per Cent of Total Expense



GOAL ELEVEN

The high quality of Alberta's environment will be sustained

Measures

The following measures track progress toward achieving Goal 11:

Performance Measures	Last Actual Results	Last Actual Year	Target 2006-07	Target 2007-08	Target 2008-09
Drinking Water Safety Indicator Evaluates performance of facilities delivering safe drinking water.					
Facility Design Standards Measure is the number of facilities meeting the most recent design standards.	409	2004-05	355*	380*	410*
Facility Operational Requirements Measure is the number of incidents where regulatory requirements have not been met that could lead to water quality incidents.	45	2004-05	20	10	5
Water Quality Measure is the number of water quality incidents.	69	2004-05	45	40	35
River Water Quality Index Evaluates the water quality of six major Alberta rivers at key sites, based on monthly data on four groups of variables (metals, bacteria, nutrients and pesticides).	5 out of 6 river systems have "good" to "excellent" water quality	2003-04	6 out of 6 river systems have "good" to "excellent" water quality		
Air Quality Index Evaluates the quality of Alberta's air based on five major pollutants: carbon monoxide, nitrogen dioxide, ozone, sulphur dioxide, and fine particulate matter - $PM_{2.5}$.	"Good" air quality days 98% of the time	2004	"Good" air quality days 97% of the time		
Municipal Solid Waste to Landfills Indicates Alberta's progress towards meeting continuous reduction of municipal solid waste placed in landfills as measured in kilograms of waste per capita.	800 kg per capita	2004	770 kg per capita	690 kg per capita	650 kg per capita

* The Facility Design Standards (FDS) targets are now based on the new 2006 standards for waterworks that are more stringent than the 1997 standards, previously used in the measure. On the basis of continuing improvement, the standards are reviewed periodically and result in the need to adjust targets over time.

GOAL TWELVE

12 Albertans will have the opportunity to participate in community and cultural activities and enjoy the province's historical resources and parks and protected areas

What it means

Albertans' opportunities to participate in community and cultural activities and their enjoyment of the province's historical resources and parks and protected areas are essential elements of a high quality of life. Albertans value: protecting and preserving Alberta's provincial parks, protected areas, history and cultural heritage; building community capacity; and supporting libraries, the voluntary sector, sport, recreation and the arts. (Progress toward Goal 12 results in progress being made toward achieving Goals 1, 2, 4, 5, 7, and 11.)

Three-year strategic focus

The following strategic priorities address significant challenges and opportunities facing the government. See the three-year business plans of the ministries shown in brackets for further information.

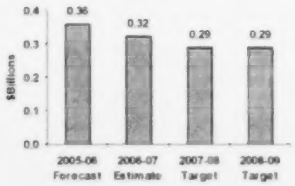
- **Community Capacity Building** (Community Development) – Strengthen community resources in support of libraries, the voluntary sector, sport and recreation and the arts. This will be addressed by supporting rural sustainability, developing a voluntary sector framework, addressing recommendations from the Alberta Sport Plan, furthering the Active Living Strategy and introducing an inclusive cultural policy.
- **Benefiting Albertans** (Gaming) – Increase grant funding to develop and enhance community facilities, such as libraries, outdoor recreation and playground projects, and other community-based initiatives through the use of the Alberta Lottery Fund.

Link to ministry business plans

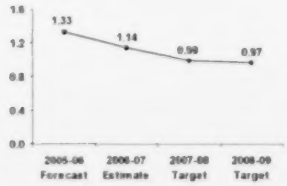
The following ministries will dedicate spending toward achieving Goal 12: Community Development; and Gaming. (See the Expense by Goal by Ministry, 2006-07 Estimate table in the Appendix for spending details.)

What it costs

Goal Twelve Expense



Per Cent of Total Expense



GOAL TWELVE

Albertans will have the opportunity to participate in community and cultural activities and enjoy the province's historical resources and parks and protected areas

Measures

The following measures track progress toward achieving Goal 12:

Performance Measures	Last Actual Results	Last Actual Year	Target 2006-07	Target 2007-08	Target 2008-09
Visitor Satisfaction with Provincial Parks and Recreation Areas Visitor satisfaction with experiences at provincial parks and recreation areas.	90.9%	2004-05	91%	91%	91%
Visitor Satisfaction with Provincial Historic Sites, Museums and Interpretive Centres Visitor satisfaction with experiences at provincial historic sites, museums and interpretive centres.	97.7%	2004-05	99%	99%	99%
Public Library Use Usage of public library services by adult Albertans.	50.2%	2004-05	52%	52%	52%
Level of Community Volunteerism Level of community volunteerism by adult Albertans.	66.5%	2004-05	69%	69%	69%
Participation in Sport and Recreation Participation in sport and recreational activities by adult Albertans.	83.4%	2004-05	83%	83%	83%
Participation in Arts and Cultural Activities Participation in arts and cultural activities by adult Albertans.	87.2%	2004-05	88%	88%	88%

GOAL THIRTEEN

The vitality and independence of Alberta's seniors will be supported

What it means

Alberta's seniors represent a diverse and growing population with a wide array of expectations, skills, lifestyles and social networks. All of Alberta benefits when seniors are supported in maintaining their well-being and independence to control their own lives and make their own choices. (Progress toward Goal 13 results in progress being made toward achieving Goals 5, 6, 10 and 12.)

Three-year strategic focus

Seniors benefit from the same programs and services as other Albertans. In addition, the Government of Alberta provides specific programs for seniors, such as the Alberta Seniors Benefit, Special Needs Assistance for Seniors, and dental and optical programs. Seniors are also exempt from Alberta Health Insurance premiums.

The following government strategies are directed at improving the well-being of seniors:

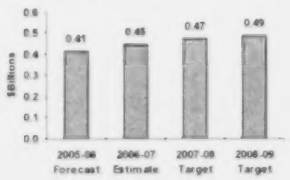
- **Delivery Models for Seniors' Programs** (Seniors and Community Supports) – Future seniors may have different expectations and circumstances than current seniors. As Alberta's population ages, it will be important to forecast, plan and model seniors' policies and programs to identify potential changes that are responsive to changing needs.
- **Enhanced Safe Supportive Living Options** (Seniors and Community Supports) – Government will work with stakeholders such as regional health authorities and housing operators to assist in making supportive living accessible, safe and affordable for lower-income seniors. In addition, accommodation standards for supportive living and long-term care settings will be established, monitored and enforced.
- **Supporting Older Albertans** (Seniors and Community Supports) – Alberta's population is aging, and increasingly older Albertans will need to have tools, information and supports to maintain their independence and vitality. Personal directives are an important tool to help Albertans plan for future personal decisions. A renewed public education campaign will be delivered to encourage Albertans to prepare personal directives. In addition, government will work to explore services and opportunities for older Albertans in areas such as transportation, employment retention, retirement planning and elder abuse prevention.

Link to ministry business plans

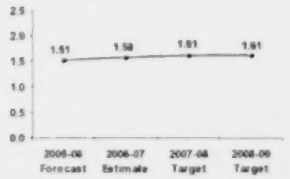
The following ministry will dedicate spending toward achieving Goal 13: Seniors and Community Supports. (See the Expense by Goal by Ministry, 2006-07 Estimate table in the Appendix for spending details.)

What it costs

Goal Thirteen Expense



Per Cent of Total Expense



GOAL THIRTEEN 13

The vitality and independence of Alberta's seniors will be supported

Measures

The following measures track progress toward achieving Goal 13:

Societal Measure	1999	2000	2001	2002	2003	Desired Results 2006-09
Seniors' Average Total Income						
Difference between Alberta seniors' average total income and the national average for seniors' average total income (2003 constant dollars)	+10.1%	+8.9%	+14.3%	+11.9%	+9.4%	Exceed the national average

Performance Measure	Last Actual Results	Last Actual Year	Target 2006-07	Target 2007-08	Target 2008-09
Self-Reported Health Status					
Rating as "excellent," "very good" or "good" (65 years and over)	78%	2005	80%	80%	80%

GOAL FOURTEEN 14 Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life

What it means

Effective and sustainable infrastructure is essential to achieving the vision of a vibrant and prosperous province where Albertans enjoy a superior quality of life. The physical condition of government-owned and supported infrastructure is a key indicator of its effectiveness and sustainability. (Progress toward Goal 14 results in progress being made toward achieving Goals 1, 2, 3, 5, 8, 10, 11, 12 and 13.)

Three-year strategic focus

The following strategic priorities address significant opportunities and challenges facing the government. A checkmark (✔) indicates one of the eight Top Priorities of the three-year government business plan. See the three-year business plans of the ministries shown in brackets for further information.

✔ **Building Infrastructure for Our Future** (Infrastructure and Transportation) – Develop a comprehensive 10-year capital plan to address existing deferred infrastructure maintenance and future investment in new infrastructure projects.

- **Post-Secondary Infrastructure** (Advanced Education) – Enhance the infrastructure of Alberta's public post-secondary system to facilitate delivery of high-quality advanced learning opportunities throughout the province. This includes expansion, modernization and functional renewal of post-secondary facilities and equipment within the context of a 10-year capital plan.
- **Infrastructure Renewal** (Community Development) – Renew infrastructure for provincial parks and recreation areas, historic sites, museums and interpretive centres. This will be addressed by expanding the government's capacity to address Alberta's growing population, repairing or replacing damaged or deteriorating facilities and equipment, upgrading water and sewage systems in provincial parks and recreation areas as part of the Water for Life Strategy, and modernizing the province's exhibits and developing its collections to reflect new areas of interest. Centennial projects will be monitored to their conclusion to ensure their intended legacy is delivered to Albertans. (This priority is also linked to Goal 12.)
- **Addressing School Infrastructure Needs** (Education) – Provide leadership in the development of the school capital priority list to meet the educational needs of Alberta's students and to ensure that school environments are well-maintained, safe and support learning success in a changing demographic environment.
- **Health Infrastructure** (Health and Wellness) – Develop and implement long-term capital plans to ensure Albertans have access to appropriate facilities and services for health care.
- **Managing Complex Infrastructure Requirements** (Infrastructure and Transportation) – Manage Alberta's infrastructure requirements effectively and efficiently in today's complex global environment by: balancing the need for ongoing maintenance and rehabilitation of existing capital with the need for new capital investment; designing a 10-year plan to eliminate the deferred maintenance backlog; determining priority capital projects; and considering alternative financing opportunities, including public-private partnerships, to provide needed infrastructure.
- **Alberta SuperNet** (Restructuring and Government Efficiency) – Continue to develop strategic planning activities for the operation of Alberta SuperNet that work toward eliminating the digital divide between rural and urban areas by enabling rural communities, individuals and businesses to connect to the world.

GOAL FOURTEEN

Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life

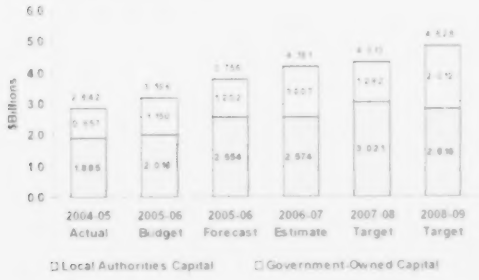
- **Sustainable Housing** (Seniors and Community Supports) – Encourage public, private, and non-profit housing sectors to work together to develop locally-based sustainable housing initiatives for lower-income Albertans, persons with disabilities and other Albertans who have difficulty finding suitable housing within their means. One-time capital funding will be provided to community organizations for the development of housing that does not require ongoing operating subsidies.

Link to ministry business plans

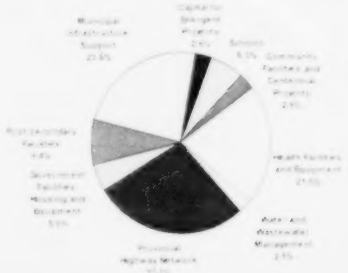
The following ministries will dedicate spending toward achieving Goal 14: Advanced Education; Agriculture, Food and Rural Development; Children's Services; Community Development; Education; Energy; Environment; Finance; Gaming; Government Services; Health and Wellness; Human Resources and Employment; Infrastructure and Transportation; Innovation and Science; Justice; Municipal Affairs; Restructuring and Government Efficiency; Seniors and Community Supports; and Sustainable Resource Development. (For Capital Plan investment by ministry details, see the following tables in the 2006-09 Fiscal Plan: Capital Investment in Government-Owned Capital; and Grants to Local Authorities for Capital Purposes and Other Capital Support.)

What it costs

Capital Plan Investment



Per Cent of Three-Year Total ($13.3 billion)



Goal 14 reflects what the government strives to achieve over time with its Capital Plan investment. The Capital Plan represents the total value of capital being acquired or directly supported by the provincial government. It includes: grants to local authorities for capital purposes, which also are reported as program expenses where applicable under Goals 1 to 13; spending on provincial government-owned capital; and the value of projects being alternatively financed. It does not include capital amortization and financing costs.

The Capital Plan draws from three sources: current-year revenue; the Capital Account; and alternative financing arrangements, which could include public-private partnerships, capital leases and capital bonds.

The three-year capital plan sets out the government's capital commitment to:

- Infrastructure projects and purchases of equipment by school boards, post-secondary institutions, health authorities, municipalities and other local authorities and organizations; and
- Capital investment in government-owned infrastructure, equipment and inventories, as well as funding to rehabilitate government capital.

For more information refer to the Capital Plan chapter of the 2006-09 Fiscal Plan.

GOAL FOURTEEN

Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life

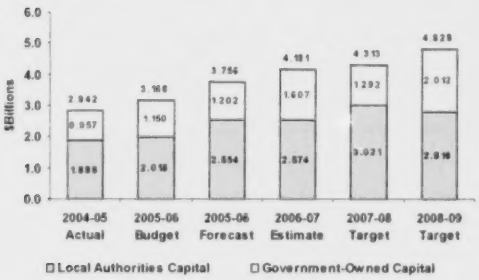
- **Sustainable Housing** (Seniors and Community Supports) – Encourage public, private, and non-profit housing sectors to work together to develop locally-based sustainable housing initiatives for lower-income Albertans, persons with disabilities and other Albertans who have difficulty finding suitable housing within their means. One-time capital funding will be provided to community organizations for the development of housing that does not require ongoing operating subsidies.

Link to ministry business plans

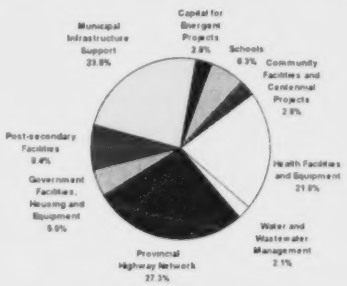
The following ministries will dedicate spending toward achieving Goal 14: Advanced Education; Agriculture, Food and Rural Development; Children's Services; Community Development; Education; Energy; Environment; Finance; Gaming; Government Services; Health and Wellness; Human Resources and Employment; Infrastructure and Transportation; Innovation and Science; Justice; Municipal Affairs; Restructuring and Government Efficiency; Seniors and Community Supports; and Sustainable Resource Development. (For Capital Plan investment by ministry details, see the following tables in the 2006-09 Fiscal Plan: Capital Investment in Government-Owned Capital; and Grants to Local Authorities for Capital Purposes and Other Capital Support.)

What it costs

Capital Plan Investment



Per Cent of Three-Year Total ($13.3 billion)


Municipal Infrastructure Support 23.8%
Capital for Emergent Projects 2.8%
Schools 8.3%
Community Facilities and Centennial Projects 2.8%
Health Facilities and Equipment 21.8%
Water and Wastewater Management 2.1%
Provincial Highway Network 27.3%
Government Facilities, Housing and Equipment 5.9%
Post-secondary Facilities 9.4%

Goal 14 reflects what the government strives to achieve over time with its Capital Plan investment. The Capital Plan represents the total value of capital being acquired or directly supported by the provincial government. It includes: grants to local authorities for capital purposes, which also are reported as program expenses where applicable under Goals 1 to 13; spending on provincial government-owned capital; and the value of projects being alternatively financed. It does not include capital amortization and financing costs.

The Capital Plan draws from three sources: current-year revenue; the Capital Account; and alternative financing arrangements, which could include public-private partnerships, capital leases and capital bonds.

The three-year capital plan sets out the government's capital commitment to:

- Infrastructure projects and purchases of equipment by school boards, post-secondary institutions, health authorities, municipalities and other local authorities and organizations; and
- Capital investment in government-owned infrastructure, equipment and inventories, as well as funding to rehabilitate government capital.

For more information refer to the Capital Plan chapter of the 2006-09 Fiscal Plan.

GOAL FOURTEEN

Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life

Measures

The following measures track progress toward achieving Goal 14:

Performance Measures	Last Actual Results	Last Actual Year	Target 2006-07	Target 2007-08	Target 2008-09
Physical Condition of Health Facilities					
(Percentage):					
Good	71.0	2004-05	72.0	72.0	72.0
Fair	25.0		24.0	24.0	24.0
Poor	4.0		4.0	4.0	4.0
Physical Condition of Learning Facilities					
(Percentage of schools):					
Good	61.0	2004-05	65.0	70.0	75.0
Fair	36.0		32.0	28.0	23.0
Poor	3.0		3.0	2.0	2.0
(Percentage of post-secondary institutions):					
Good	54.0	2004-05	55.0	55.0	55.0
Fair	35.0		35.0	34.0	33.0
Poor	11.0		10.0	11.0	12.0
Physical Condition of Government-Owned and Operated Buildings					
(Percentage):					
Good	44.0	2004-05	48.0	50.0	50.0
Fair	53.0		49.0	47.0	47.0
Poor	3.0		3.0	3.0	3.0
Physical Condition of Provincial Highways					
Physical condition of pavement. (Percentage):					
Good	65.5	2004-05	66.0	67.0	68.0
Fair	23.3		23.0	22.5	22.0
Poor	11.2		11.0	10.5	10.0
Effective Water Management Infrastructure					
Physical condition of headworks, dams and irrigation canals. (Percentage):			Maintain 2005-06 values	Maintain 2006-07 values	Maintain 2007-08 values
Good	93.34	2004-05			
Fair	6.14				
Poor	0.52				

Note: "Good" is defined as adequate for intended use and expected to provide continued service life with average maintenance. "Fair" means aging components are nearing the end of their life cycle and require additional expenditure for renewal or refurbishing. "Poor" means upgrading is required to comply with minimum codes or standards and deterioration has reached the point where major repairs or replacement are necessary.

Expense by Goal[1]

(millions of dollars)

	Goal	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
1	Alberta will have a diversified and prosperous economy[2]	1,905	1,783	1,760	**1,789**	1,676	1,696
2	Albertans will be well prepared for lifelong learning and work	6,370	6,758	6,922	**7,629**	8,026	8,164
3	Alberta's international competitiveness will be enhanced[2]	1,250	1,938	2,467	**2,079**	2,057	2,154
4	Alberta's children and youth will be supported in reaching their potential	753	790	819	**918**	945	952
5	Albertans will be healthy	9,059	9,493	9,717	**10,462**	11,263	11,682
6	Albertans will be self-reliant and independent and those unable to provide for their basic needs will receive help	1,523	1,642	1,793	**1,785**	1,759	1,793
7	The well-being and self-reliance of Aboriginal communities and people will be improved	35	43	39	**64**	70	70
8	Alberta will have a financially stable, open and accountable government	1,132	1,191	1,175	**1,238**	1,262	1,278
9	Alberta will have strong and effective partnerships with municipal, provincial, territorial, federal and foreign governments	393	380	387	**377**	360	345
10	Alberta will be a fair and safe place to work, live and raise families	948	901	1,176	**999**	1,021	1,025
11	The high quality of Alberta's environment will be sustained	185	191	197	**202**	202	205
12	Albertans will have the opportunity to participate in community and cultural activities and enjoy the province's historical resources and parks and protected areas	278	313	362	**323**	290	291
13	The vitality and independence of Alberta's seniors will be supported	322	403	412	**447**	473	486
Total Expense (program expense and debt servicing)		24,153	25,826	27,226	28,312	29,404	30,141

Expense by Goal by Ministry, 2006-07 Estimate[3]

(millions of dollars)

	Goals													
	1	2	3	4	5	6	7	8	9	10	11	12	13	Total
Legislative Assembly	-	-	-	-	-	-	-	75	-	-	-	-	-	75
Aboriginal Affairs and Northern Development	-	-	-	-	-	-	44	-	-	-	-	-	-	44
Advanced Education	-	2,198	-	-	-	-	-	-	-	-	-	-	-	2,198
Agriculture, Food and Rural Development	1,093	-	-	-	-	-	-	48	-	-	-	-	-	1,141
Children's Services	-	-	-	918	-	-	-	-	-	-	-	-	-	918
Community Development	-	-	-	-	-	-	-	-	-	7	-	235	-	242
Economic Development	65	-	38	-	-	-	-	-	-	-	-	-	-	103
Education	-	5,127	-	-	-	-	-	6	-	-	-	-	-	5,133
Energy	159	-	-	-	-	-	-	47	-	-	13	-	-	219
Environment	-	-	-	-	-	-	-	-	-	-	143	-	-	143
Executive Council	-	-	-	-	-	-	-	25	-	-	-	-	-	25
Finance	28	-	-	-	55	-	-	377	275	29	-	-	-	764
Gaming	94	-	-	-	-	-	20	-	-	-	-	88	-	202
Government Services	4	-	-	-	-	-	-	4	-	91	-	-	-	99
Health and Wellness	-	-	-	-	10,315	-	-	-	-	-	-	-	-	10,315
Human Resources and Employment	6	301	3	-	-	418	-	20	-	41	-	-	-	789
Infrastructure and Transportation	16	3	2,034	-	3	-	-	429	3	38	22	-	-	2,548
Innovation and Science	181	-	-	-	-	-	-	-	-	-	-	-	-	181
International and Intergovernmental Relations	-	-	-	-	-	-	-	-	11	-	-	-	-	11
Justice	-	-	-	-	-	70	-	-	-	278	-	-	-	348
Municipal Affairs	-	-	-	-	-	-	-	37	88	14	-	-	-	139
Restructuring and Government Efficiency	-	-	-	-	-	-	-	147	-	-	-	-	-	147
Seniors and Community Supports	-	-	-	-	89	1,281	-	23	-	-	-	-	447	1,840
Solicitor General and Public Security	-	-	-	-	-	16	-	-	-	434	-	-	-	450
Sustainable Resource Development	143	-	4	-	-	-	-	-	-	67	24	-	-	238
Total Expense	**1,789**	**7,629**	**2,079**	**918**	**10,462**	**1,785**	**64**	**1,238**	**377**	**999**	**202**	**323**	**447**	**28,312**

[1] The allocation of expense by goal is derived from the Expense by Function table in the Fiscal Plan.
For Goal 14, see Capital Plan Investment under the "What it costs" section of the goal.

[2] The outcomes of Goals 1 and 3 are complementary; therefore, spending on either goal significantly affects the outcome of the other goal. Spending is allocated to the respective goals based on the current priority of the program spending.

[3] Totals include program expense and debt servicing costs.
For Goal 14 Capital Plan investment by ministry, see the "Link to ministry business plans" section of the goal.

Expense by Core Business[1]

(millions of dollars)

	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Health (Linked to Goal 5)	9,059	9,493	9,717	**10,462**	11,263	11,682
Education (Linked to Goal 2)	6,370	6,758	6,922	**7,628**	8,026	8,164
Human Support Services (Linked to Goals 4, 6 and 13)	2,438	2,656	2,737	**2,952**	3,041	3,095
Transportation, Communications and Utilities (Linked to Goals 1 and 3)	1,226	1,904	2,434	**2,043**	2,020	2,118
Agriculture, Resource Management and Economic Development (Linked to Goals 1, 3 and 7)	1,929	1,822	1,793	**1,845**	1,752	1,772
Protection of Persons and Property (Linked to Goal 10)	948	901	1,176	**999**	1,021	1,025
Regional Planning and Development (Linked to Goals 7 and 9)	421	409	416	**410**	381	365
Recreation and Culture (Linked to Goal 12)	278	313	362	**323**	290	291
Environment (Linked to Goal 11)	185	191	197	**202**	202	205
Housing (Linked to Goals 6 and 13)	159	178	287	**199**	136	136
General Government (Linked to Goals 8 and 9)	838	910	925	**1,004**	1,029	1,050
Debt Servicing Costs (Linked to Goal 8)	302	291	260	**245**	243	238
Total Expense	24,153	25,826	27,226	28,312	29,404	30,141

[1] The government's core businesses correspond to the expense function categories of the fiscal plan except for Human Support Services which corresponds to the Social Services expense function. See Core Businesses Key below.

Core Businesses Key

The following is a brief description of the general areas of the government's work for each of its core businesses.

Agriculture, Resource Management and Economic Development – includes programs and services related to agriculture, fish and game, oil and gas, forestry, economic development for industry and trade, tourism and other economic sectors, labour force development and immigration, and research establishments. Also includes provincial grants for related capital infrastructure.

Debt Servicing Costs – includes interest and other charges pertaining to servicing of the public debt, including debt-servicing costs for accumulated debt obligations, which are matched to investments locked into the Debt Retirement Account.

Education – includes early childhood services to secondary education (e.g., school boards, schools, teachers, curricula, textbooks and classroom resources), post-secondary education (e.g., universities, colleges, apprenticeships, industry training and support to adult learners) and retraining (skills upgrading). Also includes provincial grants to local authorities for related capital infrastructure.

Environment – includes programs and services related to sustainable environmental management, ensuring safe and adequate supplies of water, actions taken on climate change and protection of the land.

General Government – includes the Legislature, the Lieutenant Governor, government and legislative staff and officials, international and intergovernmental relations, and general administration (including budgeting and accounting, tax and revenue collection, and communications).

Health – includes health services for all Albertans, including hospital services, medical care, drug programs, preventive care, x-rays, alcohol and drug rehabilitation, and health services for persons with disabilities. Also includes provincial grants to local authorities for related capital infrastructure.

Housing – includes housing of seniors, low-income families and those with special needs. Also includes provincial grants for related capital infrastructure.

Human Support Services – includes services for people in need including child protection services, income support for adults and seniors, services for victims of crime, provision of legal aid, supports for people with disabilities and support for those unable to work due to illness or disability.

Protection of Persons and Property – includes programs and services related to public security, policing, the judicial system, human rights, maintenance enforcement, firefighting, related regulation, labour relations, safe work environments, and correctional and rehabilitation services.

Recreation and Culture – includes programs and services related to recreation, sport, culture, historical artefacts and sites, museums, libraries, and provincial parks and protected areas. Also includes provincial grants for related capital infrastructure.

Regional Planning and Development – includes community and regional development affairs and services including planning and zoning, Aboriginal communities, and land claim negotiations and settlements.

Transportation, Communications and Utilities – includes programs and services related to provincial transportation including air, road and rail transport, telecommunications, pipelines, and gas and electricity utilities. Also includes provincial grants to local authorities for related capital infrastructure.